



San Gabriel Valley Council of Governments

AGENDA AND NOTICE OF THE MEETING OF THE HOMELESSNESS COMMITTEE

Wednesday, August 5, 2020 -- 8:30 AM

Teleconference Meeting

Livestream Available at: www.sgvkog.org

Chair
Becky Shevlin
City of Monrovia

Vice-Chair
Margaret Clark
City of Rosemead

MEMBERS
Arcadia
Baldwin Park
Claremont
Duarte
Glendora
Irwindale
Monrovia
Pomona
Rosemead
LA County Supervisorial
District #1
West Covina

EX OFFICIO
J. Lyons
W. Huang

Thank you for participating in today's meeting. The Homelessness Committee encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the Homelessness Committee are held on the first Wednesday of each month at 8:30 AM at the West Covina Council Chambers Meeting Room (1444 W. Garvey Avenue S., West Covina, CA 91790).* The Meeting agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvkog.org. Copies are available via email upon request (sgv@sgvkog.org).

Documents distributed to a majority of the Committee after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

CITIZEN PARTICIPATION: Your participation is welcomed and invited at all Committee meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVCOG requests that persons addressing the Committee refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE COMMITTEE: At a regular meeting, the public may comment on any matter within the jurisdiction of the Committee during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. If several persons wish to address the Committee on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The Committee may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Committee can be fully informed about a matter before making its decision.

CONSENT CALENDAR: Items listed on the Consent Calendar are considered to be routine and will be acted upon by one motion. There will be no separate discussion on these items unless a Committee member or citizen so requests. In this event, the item will be removed from the Consent Calendar and considered after the Consent Calendar. If you would like an item on the Consent Calendar discussed, simply tell Staff or a member of the Committee.



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the SGVCOG office at (626) 457-1800. Notification 48 hours prior to the meeting will enable the SGVCOG to make reasonable arrangement to ensure accessibility to this meeting.



MEETING MODIFICATIONS DUE TO THE STATE AND LOCAL STATE OF EMERGENCY RESULTING FROM THE THREAT OF COVID-19: On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and allows for members of the public to observe and address the meeting telephonically or electronically to promote social distancing due to the state and local State of Emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new Order issued by the Governor and ensure the safety of Board Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the Homelessness Committee meeting scheduled for August 5, 2020 at 8:30 a.m. will not be allowed. Members of the public may view the meeting live on the SGVCOG's website. To access the meeting video, please see the link on the front page of the agenda.

Submission of Public Comments: For those wishing to make public comments on agenda and non-agenda items you may submit comments via email or by phone.

- Email: Please submit via email your public comment to Samantha Matthews at smatthews@sgvcog.org at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT." Emailed public comments will be part of the recorded meeting minutes but will not be read aloud. A copy of all public comments will be forwarded to the Committee.
- Phone: Please email your name and phone number to Samantha Matthews at smatthews@sgvcog.org at least 1 hour prior to the scheduled meeting time for the specific agenda item you wish to provide public comment on. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT." You will be called on the phone number provided at the appropriate time, either during general public comment or specific agenda item. Wait to be called upon by staff, and then you may provide verbal comments for up to 3 minutes.

Any member of the public requiring a reasonable accommodation to participate in this meeting should contact Samantha Matthews at least 48 hours prior to the meeting at (626) 457-1800 or at smatthews@sgvcog.org.

PRELIMINARY BUSINESS

1. Call to Order
2. Roll Call
3. Public Comment (*If necessary, the Chair may place reasonable time limits on all comments*)
4. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to the next regular meeting (*It is anticipated that the Committee may take action on these matters*)

CONSENT CALENDAR (*It is anticipated the Committee may take action on the following matters*)

5. Homeless Committee Meeting Minutes – 6/4/2020 – Page 1
Recommended Action: Approve.

PRESENTATIONS (*It is anticipated the Committee may take action on the following matters*)

6. 2020 Greater Los Angeles Point in Time (PIT) Homeless Count – San Gabriel Valley Council of Governments (Samantha Matthews) – Page 5
Recommended Action: For information only.

DISCUSSION ITEMS (*It is anticipated the Committee may take action on the following matters*)

7. SGVCOG Regional Coordination Program – Page 7
Recommended Action: For discussion.

UPDATE ITEMS (*It is anticipated the Committee may take action on the following matters*)

8. SGVCOG Homeless Programs – Page 9
Recommended Action: For information only.
9. Measure H FY 2020-21 Funding Recommendations – Page 14
Recommended Action: For information only.
10. Los Angeles Homeless Services Authority's COVID-19 Recovery Plan and Funding Plan – Page 26
Recommended Action: For information only.

LIAISON REPORTS (*It is anticipated the Committee may take action on the following matters*)

11. San Gabriel Valley Regional Housing Trust – Page 68
12. United Way Everyone In – Page 70
13. San Gabriel Valley Homeless Consortium – Page 70
14. Union Station Homeless Services – Page 71

CHAIR'S REPORT

ADJOURN



SGVCOG Homelessness Committee Unapproved Minutes

Date: June 3, 2020

Time: 8:30 AM

Location: Zoom teleconference

PRELIMINARY BUSINESS

- 1. Call to Order
The meeting was called to order at 8:30 AM
- 2. Roll Call

Members Present

- A. Verlato, Arcadia
- Y. Ruizesparza, Baldwin Park
- J. Leano, Claremont
- K. Davis, Glendora
- B. Shevlin, Monrovia
- M. Clark, Rosemead
- F. Birones, LA County Dist. 1

Members Absent

- Duarte
- Irwindale
- Pasadena
- Pomona
- West Covina

Guests

- T. Zee, Pasadena
- A. Palermos, Montebello
- S. Olivas, Pasadena
- A. Jimenez, Pasadena

SGVCOG Staff

- M. Creter
- C. Sims
- T. Kirkconnell
- S. Matthews

- 3. Public Comment: None.
- 4. Changes to Agenda Order: No changes to agenda order.

CONSENT CALENDAR

- 5. Homelessness Meeting Minutes
There was a motion to approve consent calendar item 5 (M/S: K. Davis/ M. Clark)
[Motion Passed]

AYES:	Arcadia, Baldwin Park, Claremont, Glendora, Monrovia, Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte, Irwindale, Pomona, West Covina, LA County Supervisorial District 1

ACTION ITEMS

6. Pilot Program Recommendations

T. Kirkconnell announced that an outside review panel evaluated the Pilot Program applications and made its recommendations to fund the following City’s programs: Arcadia, Claremont, Covina, La Verne, and Monrovia. The demand exceeded the initial pilot program allocation of \$300,000. With the high-quality of projects submitted, SGVCOG staff recommended that additional funding be allocated to support the submitted projects. Due to the implementation of Project Roomkey, the SGVCOG had doubts about the value of its relatively limited funds to support a Master Leasing Program. As such, staff recommends that up to \$310,000 from the Master Leasing Program be allocated to the Pilot Programs.

There was a clarification question on the application submitted by Baldwin Park, El Monte, and South El Monte. T. Kirkconnell discussed how the proposed project is similar to a recommendation that is being considered as a Regional Coordination Program project for a region-wide data effort. SGVCOG staff will work with staff from the participating cities to incorporate the relevant elements of the project into the regional data effort.

There was a motion to recommend the Governing Board fund the pilot programs, re-allocate up to \$310,000 from the Master Leasing Program to the Pilot Programs, and re-allocate the remaining funding from the Master Leasing Program to the Regional Coordination Program (M/S: A. Verlato/ K. Davis)

[Motion Passed]

AYES:	Arcadia, Baldwin Park, Claremont, Glendora, Monrovia, Rosemead, LA County Supervisorial District 1
NOES:	
ABSTAIN:	
ABSENT:	Duarte, Irwindale, Pomona, West Covina

PRESENTATIONS

7. Pasadena Outreach Response Team (PORT) – City of Pasadena (Frederick “Tony” Zee)
 T. Zee and A. Palermos presented on the development and implementation of the Pasadena Outreach Response Team (PORT). The program began when the Pasadena Public Health Department received a grant from the Substance Abuse Mental Health Services Administration (SAMHSA) to implement a pilot program. PORT provides field-based support and advocacy for people experiencing chronic homelessness, acute mental illness, substance disorders, physical disabilities and/or chronic health conditions. The program staffing includes a fire fighter, a social worker/case manager, an outreach worker, and a public health nurse. The program’s philosophy of “meeting clients where they are at” helps create plans for clients that are more individualized and more successful. A. Palermos noted the importance of the work of the Fire Department in the implementation of the program.

UPDATE ITEMS

8. L.A. Alliance for Human Rights et al v. City of Los Angeles et al – San Gabriel Valley Council of Governments

T. Kirkconnell provided an update on this litigation regarding homelessness population in Los Angeles County. L.A. Alliance claims that the City and County of LA have failed to protect and provide shelter for people experiencing homelessness. On May 20, Judge Carter ordered City and County officials to move people away from freeways and ramps due to hazards. The order instructed officials to find over 7,000 beds for people experiencing homelessness to be moved into housing. Carter indicated the temporary injunction would go into effect on May 22 but a filing the same day by the Defendants postponed the implementation of the order until September. In a filing on May 29, 2020, attorneys requested that Judge Carter appoint a neutral arbitrator to help find a solution to the question of responsibility for costs.

LIAISON REPORTS

9. Los Angeles Homeless Services Authority (LAHSA)

LAHSA continues to lead the COVID-19 response for the LA County Continuum of Care, includes Project Roomkey. As of June 1, 33 hotel/motel sites are online, serving over 3,000 individuals. 6 sites are located in SPA 3. LAHSA's outreach team continues to connect with people and has distributed 27,590 meals as part of their outreach efforts. The 2020 Homeless Count results are expected to be released in June.

10. United Way Everyone In

Everyone In has been active in seeking community support for Project Roomkey sites in the SGV, has submitted letters to all SGV cities in support of Project Roomkey, and advocated in Rosemead, Monterey Park, South El Monte, Pasadena, San Dimas, and Walnut. They thanked Monterey Park Councilmember Henry Lo for consistently publicly supporting Project Roomkey and they asked other elected officials to do the same.

Some cities have seen their local eviction moratoriums sunset. The city of South Pasadena voted to not extend their local tenant protection ordinance in favor of adopting the County's. We anticipate other cities to make similar decisions as their local eviction moratoriums sunset. There have been rental assistance funds offered through CARES Act and CDBG monies on local city council agendas. The rental assistance funds are very welcomed since a recent report from UCLA entitled, UD Day: Evictions and Homelessness in Los Angeles. The report discusses the most optimistic assessment is that 365,000 renter households are in imminent danger of eviction. Unless less there is immediate action to forestall those evictions, the most optimistic assessment of those who will become homeless is 36,000 households, including 56,000 children, with possible numbers as high as 120,000 households, with 184,000 children.

11. San Gabriel Valley Consortium on Homelessness

The Consortium's May meeting highlighted the Workforce system for LA County. A panel of representatives from Goodwill, WDACS, Hired Up, highlighted the key parts of the structure, programs and how they connect with Project Roomkey and the Homeless system in SPA 3. The Consortium has continued to forward much information from LA County in response to COVID-19 and mobilizing a letter support campaign throughout LA County,

to support Project Roomkey. The Consortium continues to desire to work closely with the COG to implement a Regional Homeless Strategy to prevent and end homelessness.

CHAIR'S REPORT

The Chair announced the City of Monrovia's participation in the June 1 National Day of Mourning to recognize both the loss of life due to COVID-19 and the loss of George Floyd and the unrest that followed. Peaceful protests have taken place in the City.

The Chair announced that the July meeting will be cancelled, and the Committee will reconvene in August.

ADJOURN

The meeting was adjourned at 10:00 AM

DATE: August 5, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **2020 GREATER LOS ANGELES POINT IN TIME (PIT) HOMELESS COUNT**

RECOMMENDED ACTION

For information only.

BACKGROUND

On June 12, 2020, the Los Angeles Homeless Services Authority (LAHSA) released the results of the 2020 Greater Los Angeles Homeless Count, which showed 66,433 people in Los Angeles County experiencing homelessness, representing a 12.7% rise from last year's point-in-time count of 58,936. The city of Los Angeles saw a 14.2% rise to 41,290. The San Gabriel Valley saw a 1% rise from 5,031 to 5,082 people experiencing homelessness. The report captures a picture of homelessness in Los Angeles County as it was in January 2020, the time of this year's Homeless Count and before the impacts of the COVID-19 pandemic could be felt.

Key messages from the report include:

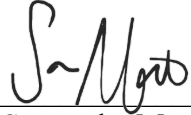
- LA County housed more people than ever, but the housing affordability crisis drove a net rise in homelessness;
- There were 22,769 housing placements in 2020, up from 2019 and more than double annual placements since before Measure H;
- 18,395 people experiencing homelessness in LA County were sheltered, up from 14,722 the previous year, a 27% increase;
- 1,528 or 30% of people experiencing homelessness in the San Gabriel Valley were sheltered, up from 1,197 or 24% the previous year;
- 88% of those placed through the LAHSA system in 2018 have not returned to homelessness;
- LA County needs 509,000 new affordable housing units to meet current demand (CA Housing Partnership 2020 report); and
- An inadequate housing supply, systemic racism, and income inequality are driving inflows to homelessness.

The 2020 Point in Time Homeless Count for each city is expected to be released on July 30, 2020.

SGVCOG Management Analyst, Samantha Matthews, will provide a brief presentation at this meeting.

REPORT

Prepared by:



Samantha Matthews
Management Analyst

Approved by:



Marisa Creter
Executive Director

DATE: August 5, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **SGVCOG REGIONAL COORDINATION PROGRAM**

RECOMMENDED ACTION

For discussion.

BACKGROUND

On June 18, 2020, the Governing Board approved the re-allocation of \$40,000 from the Master Leasing Program to the Regional Coordination Program, which resulted in a total of \$390,000 available for these studies and efforts.

The Regional Coordination Program will facilitate collaborative solutions to addressing homelessness in the San Gabriel Valley. Staff intends to undertake two regional activities, a Regional Homeless, Mental Health, and Crisis Response Study and a Regional Homeless Services Coordination Program as follows:

- **Regional Homeless, Mental Health, and Crisis Response Study:** This study would examine how an alternative crisis response program could be developed and implemented in the San Gabriel Valley. The study would analyze the existing volume of emergency and non-emergency calls, determine the types of calls to which the program could respond, and identify how the program could partner with and complement the existing work of local police departments, LA County Sheriff's Department, and emergency communications centers. The study would identify the qualifications needed of responders and organizations in the region that could implement the program and would make recommendations regarding the types of services the program could provide, particularly to those experiencing homelessness. Finally, the study would investigate how much the program would cost, the potential funding sources, and how much the program could save in police department and emergency medical system costs.
- **Regional Homeless Services Coordination Program:** This program would increase coordination between City staff and homeless service providers, building capacity of service providers and fostering the sharing of data and other information. The program would involve the following three key tasks:
 - Geographic information system (GIS) mapping of homeless services and entry points in the San Gabriel Valley to better allow City staff to access services and assess gaps in service;
 - Regional website development to house the GIS map and other information in coordination with existing systems; and

REPORT

- Targeted meetings with Cities outlining available resources in the region to create increased coordination between Cities and services providers.

Staff reviewed the proposed regional crisis responses study with the City Managers and reviewed both the study and the regional program with the Homeless Working Group (HWG). Both the City Managers and HWG were supportive of these proposed activities. Staff anticipates undertaking a procurement and awarding a contract by the end of 2020.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

REPORT

DATE: August 5, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **SGVCOG HOMELESS PROGRAMS**

RECOMMENDED ACTION

For information only.

BACKGROUND

In November 2019, the Governing Board the recommended funding plan for the homelessness funding received by the San Gabriel Valley Council of Governments (SGVCOG). In total, the SGVCOG was awarded more than \$7.1 million – through the \$5.6 million State budget allocation and approximately \$1.5 million allocation from Los Angeles County’s Measure H Innovation Funds – to support homeless programs in the San Gabriel Valley. These recommendations were subsequently modified by the Governing Board in February 2020 and June 2020 to modifications that had occurred during program development. Funding is being allocated to the following programs:

Category¹	State Funds	Innovation Funds	TOTAL
Regional Housing Trust (Capital)	\$1,000,000	\$350,000	\$1,350,000
Regional Housing Trust (Operations)	-	\$200,000	\$200,000
Cities’ Homeless Plans (Implementation)	\$3,300,000	-	\$3,300,000
Cities’ Homeless Plans (Development)	\$100,000	-	\$100,000
Landlord Education/Outreach and Incentive Program	\$400,000	-	\$400,000
Other Regional Work	\$390,000	-	\$390,000
Homelessness prevention and diversion programs	\$50,000	\$400,000	\$450,000
Pilot Programs ²	\$95,000	\$515,000	\$610,000
Administration	\$290,000	\$76,876	\$366,876
TOTAL	\$5,625,000	\$1,541,876	\$7,166,876

¹Previously, the Governing Board re-allocated \$50,000 from the “Other Regional Work” program to the Cities’ Homeless Plans Development and re-allocated \$350,000 from the “Master Leasing” program to the “Pilot Programs” program and “Other Regional Work” program.

² Pilot programs were awarded “not to exceed” amounts so if any program doesn’t expend its entire award, the remaining funding will be allocated to the “Other Regional Work” program.

REPORT

This report provides an update on the following SGVCOG homeless programs that are underway or are soon to be implemented: Homeless Plan Implementation, Prevention and Diversion, Pilot Programs, Homeless Plan Development, and Landlord Outreach, Education, and Incentive.

CITY IMPLEMENTATION EFFORTS

On June 30, 2020, SGVCOG member cities submitted applications for the Homeless Plan Implementation Program and Prevention and Diversion Program, in addition to the Pilot Program applications submitted on April 30, 2020. The following cities are enrolled in the SGVCOG Shared Regional Housing Navigator: Alhambra, Arcadia, Baldwin Park, Irwindale, La Puente, South Pasadena, and West Covina. The following cities are enrolled in LA County’s Transition Age Youth (TAY) Workforce Development Pilot Program: Baldwin Park, Duarte, Irwindale, La Verne, and West Covina. An overview of each city’s programs is included below.

City	Homeless Plan Implementation	Prevention and Diversion	Pilot Program
Alhambra	SGVCOG Shared Housing Navigator, City-dedicated Housing Navigator, Homeless Outreach and Mental Evaluation Team law enforcement outreach	Housing Navigator implementation	
Arcadia	SGVCOG Shared Housing Navigator, First Responder Outreach/HELP Team, City emergency resources, encampment cleanups, law enforcement	Union Station implementation, partnership with La Canada Flintridge	Pop-up Homeless Services Center with restrooms, showers, laundry facilities, clothing, food, and workshops
Azusa	Neighborhood Connections program, supplement Prevention/Diversion, HALO and Code Enforcement outreach, encampment cleanups	Neighborhood Connections implementation	
Baldwin Park	SGVCOG Shared Housing Navigator, supplement Prevention, Diversion, and Rapid Rehousing Program	Prevention, Diversion, and Rapid Rehousing Program	Transition Age Youth (TAY) Green Path Career Program
Bradbury		Union Station implementation, partnership with Duarte	
Claremont	Inland Valley Hope Partners Our House Family Shelter rooms and services	Supplement existing Senior and Family Emergency funds	Roommate Matching Program
Covina	Case management services, support YWCA and Project 29:11 food bank, Police Department bicycle program, encampment cleanups	City utility bill and financial assistance	Mobile Hygiene Program with case management services

REPORT

Duarte	Housing navigation, housing rights assistance, encampment cleanup, law enforcement outreach, partnership with Irwindale	Union Station implementation, partnership with Irwindale and Bradbury	Transition Age Youth (TAY) Green Path Career Program
El Monte	Prevention, diversion, and rapid rehousing program, encampment cleanups	Prevention, diversion, and rapid rehousing program	
Glendora	Interim motel and crisis housing, school district partnership, strategic planning, law enforcement outreach, encampment cleanups	City implementation with the Glendora Ministerial Association, Glendora Welfare, Shepard's Pantry and Police Department	
Irwindale	SGVCOG Shared Housing Navigator, partnership with Duarte	Union Station implementation, partnership with Duarte	Transition Age Youth (TAY) Green Path Career Program
La Puente	SGVCOG Shared Housing Navigator, program marketing, law enforcement outreach, encampment cleanups	Housing Navigator implementation	
La Verne	Prevention, Diversion, and Rapid Rehousing Program		Transition Age Youth (TAY) Green Path Career Program
Monrovia	Monrovia Homeless Outreach Team, Homeless Resource Kits, Fundraising and public awareness campaign, law enforcement outreach, encampment cleanups	Supplement existing Housing Displacement Response Program	Emergency COVID Housing Impact Program ("eCHIP"), City business vouchers
Montebello	Montebello Community Assistance Program (MCAP), City Resource Hub, Dashboard to End Homelessness data management, regional partnerships, law enforcement outreach	Fire Department's Montebello Community Assistance Program (MCAP)	
Monterey Park		Police Department's Community Service Bureau and Problem Oriented Policing officer implementation	
Pomona	Permanent supportive housing, legal services, website and data collection/management, law enforcement outreach, encampment cleanups	Volunteers of America Los Angeles (VOALA) at the Hope for Home (H4H) Access Center implementation	
Rosemead		City's Eviction Prevention Program	
San Dimas	Emergency Rental Assistance Program	City rental and financial assistance	

REPORT

San Gabriel		San Gabriel Police Department, Mental Evaluation Team implementation	
South El Monte	Rental assistance, law enforcement outreach, encampment cleanups	Expand existing prevention/diversion program to offer rental assistance/resources	
South Pasadena	SGVCOG Shared Housing Navigator, motel vouchers, hygiene stations, educational video and workshops, encampment cleanup, law enforcement outreach	Union Station implementation	
West Covina	SGVCOG Shared Housing Navigator, additional vouchers, law enforcement outreach, encampment cleanups	Union Station implementation	Transition Age Youth (TAY) Green Path Career Program

The following cities are developing homeless plans: Diamond Bar, Monterey Park, Rosemead, San Gabriel, and Temple City. These cities are continuing to meet with the SGVCOG-procured contractor Focus Strategies to develop plans and are currently conducting internal and external stakeholders. Focus Strategies has conducted multiple virtual meetings with internal stakeholders, including city staff and Police Department and Fire Department staff. In August, Focus Strategies will conduct virtual meetings with external stakeholders, including service providers, the business community, the faith-based community, and the general public.

SGVCOG ACTIVITIES

SGVCOG staff have reviewed all city homeless program applications and are currently drafting each city’s memorandum of agreement (MOA) along with a scope of work and budget to be included in the MOA. Each member city enrolled in at least one SGVCOG program will execute an MOA with the SGVCOG. Staff anticipates most MOAs will be executed by the end of August.


The SGVCOG is also managing the following contracts: Shared Regional Housing Navigation Services with Union Station Homeless Services, Transition Age Youth (TAY) Workforce Development Pilot Program with LA County, Homeless Plan Development with Focus Strategies, and Landlord Outreach, Education, and Incentive Program with SGA Marketing and Union Station.

The Shared Regional Housing Navigation Services contract with Union Station will provide housing navigation services and associated housing placements for clients in the eight participating cities. Multiple cities were interested in housing navigation services, and staff determined that the most efficient and cost-effective way to provide these services was to procure a single provider. This would maximize economies of scale and prevent each city from having to complete its own competitive procurement to identify a service provider. Housing navigation uses a case manager to work with homeless clients and direct them towards housing as quickly as possible. Housing navigators focus on providing short-term housing solutions and rapid re-housing to move clients

into housing while also connecting clients to the relevant services. Cities that were interested in having housing navigation services in their city were able to opt-into the regional program with their implementation funds and were able to clarify whether they were interested in additional city-specific services (e.g. a designated housing navigator just for their city) or additional housing placements. While the SGVCOG will administratively manage the contract with Union Station and pay invoices, each participating city will be responsible for the day-to-day program coordination with the Union Station housing navigator(s).

The Transition Age Youth (TAY) Green Path Career Program is a workforce development pilot program, whose pilot program application was submitted as a joint effort between the cities of Baldwin Park, Duarte, Irwindale, La Verne, and West Covina. The Program is a collaborative effort between the participating cities, the Southern California Regional Energy Network (SoCalREN), Hathaway-Sycamores, and the Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS). The Green Pathway Career would teach TAY the skills required for participation in the high-growth energy efficiency industry, which is currently dominated by an older, less diverse workforce. An important component of the energy efficiency workforce is the completion of energy audits. Contractors require certified energy auditors to complete these audits; however, there is a dearth of certified energy auditors. This Program would recruit TAY and, for participants, provide personal enrichment training, access to the certification programs to perform either single-family home or multi-family home audits, on-the-job training opportunities in the energy efficiency field, and support in placing participants in energy efficiency jobs. The Program would leverage the SGVCOG's existing pilot program resources with existing funds and resources from the SoCalREN, LA County WDACS, and Hathaway-Sycamores.

The Landlord Outreach, Education, and Incentive Program will support landlords willing to accept clients who have experienced homelessness and provide financial support to encourage landlord participation for 20 participating cities. SGA Marketing and Union Station Homeless Services will coordinate to implement the program, conduct landlord outreach, and distribute incentives. Both organizations provided an overview of the program to city staff at the Homelessness Working Group meeting on July 23, 2020. SGA Marketing is initiating the program and is currently finalizing the work plan and creating a landlord outreach plan by designing and distributing a landlord survey and developing a stakeholder database. SGA Marketing is expected to complete the landlord outreach plan in November 2020.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

DATE: August 5, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **MEASURE H FY 2020-21 FUNDING RECOMMENDATIONS**

RECOMMENDED ACTION

For information only.

BACKGROUND

On June 26, 2020, Los Angeles County Homeless Initiative released the draft Fiscal Year 2020-2021 Measure H funding recommendations for a public comment period until July 15, 2020. As directed by the Board of Supervisors, the Homeless Initiative, the Los Angeles Homeless Services Authority (LAHSA), and lead County departments for each strategy funded through Measure H developed the draft.

Due to the global pandemic and subsequent economic downturn, Measure H revenue is projected to decrease by \$70.8 million (17%) in Fiscal Year 2020-2021. Given the impact of the recession on projected Measure H revenue, the County and its partners have sought the following solutions to sustain essential homeless services programming:

- Tapping alternative departmental funding, where available;
- Shifting into FY 2020-21 the portion of State Homeless Housing Assistance Program (HHAP) funding allocated to the County originally budgeted for FY 2021-22;
- Deploying LAHSA HHAP funding for Strategy E7 – Strengthening the Coordinated Entry System; and
- Postponing several major curtailments until November 1, 2020, with the goal of averting those curtailments through CARES Act Emergency Solutions Grant (ESG-CV) funding allocated to the County and the Cities of Los Angeles, Long Beach, El Monte, Pomona, Glendale, and Pasadena.

The following strategies are recommended to be allocated CARES Act ESG funding to sustain the strategy at the FY 19-20 funding level: Strategy A1 – Homeless Prevention Programs for Families, Strategy A5 – Homeless Prevention Program for Individuals, Strategy B4 – Facilitate Utilization of Federal Housing Subsidies, Strategy C7 – Increase Employment for Homeless Adults, Strategy D2 – Jail In-Reach, and Strategy D6 – Criminal Record Clearing Project. The County will collaborate with six cities that receive their own ESG funding with the goal of using ESG funding to free-up Measure H funding or to sustain a strategy.

The following strategies are recommended to be supplemented by HHAP funding: Strategy B3 – Expand Rapid Re-Housing, Strategy D7 – Provide Services and Rental Subsidies for Permanent

REPORT

Supportive Housing, Strategy E7 – Strengthen the Coordinated Entry System, Strategy E8 – Enhance the Emergency Shelter System, and Strategy E14 – Enhanced Services for Transition Age Youth.

The recommended budget includes the full funding amount for Council of Governments (COGs) regional coordination. At this time, it is expected that SGVCOG regional coordination funding will not be impacted by the drop in Measure H revenue.

The draft FY 2020-21 funding recommendations for each strategy are included as Attachment A.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Draft FY 2020-21 Measure H Funding Recommendations



DRAFT

FY 2019-20

**MEASURE H FUNDING
RECOMMENDATIONS**

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INTRODUCTION

As directed by the Board of Supervisors, the County Homeless Initiative team, Los Angeles Homeless Services Authority (LAHSA), and lead County departments for each strategy funded through Measure H have developed the enclosed draft final FY 2019-20 Measure H funding recommendations for your review and comment.

These recommendations are based on the tentative FY 2019-20 Measure H funding allocations developed from March – May 2017 by the Measure H Funding Recommendations Stakeholders Workgroup and approved by the Board of Supervisors on June 13, 2017. As you will see, these draft recommendations reflect an increased investment in:

- Prevention services, interim housing, and permanent housing for families;
- Facilitating the use of federal housing subsidies for permanent supportive housing;
- Employment services for homeless adults; and
- Supportive services and rental subsidies for families and individuals.

This increase from the FY 2019-20 Approved Tentative Allocation of \$430 million to FY 2019-20 Draft Final Funding Recommendation of \$460 is made possible by taking the base projected annual Measure H revenue of \$355 million and adding: (1) unspent, allocated Measure H funding from FY 2017-18; (2) projected underspending of allocated Measure H funding in FY 2018-19; and (3) projected Measure H revenue above \$355 million in both FY 2018-19 and FY 2019-20.

The enclosed documents are:

- FY 2019-20 Draft Measure H Funding Recommendations
- Measure H Funding Recommendations – Proposed Strategy Changes

We welcome your participation in any or all of the following public engagement opportunities around these draft funding recommendations during the public comment period from March 5 – 20, 2019:

[Submission of Electronic Comments through the Homeless Initiative website: March 5 – 20, 2019](#)

Public comments can be submitted via this [link](#). The public comment period will close on March 20, 2019.

Community Webinar: March 7, 2019, 9:30 AM – 11:30 AM

Register [here](#) to participate in the Community Webinar, where County department and agency leads will explain the Draft Funding Recommendations for each of the 21 strategies eligible to receive Measure H funding. Participants will have the opportunity to ask questions electronically during the webinar.

Public Meeting: March 20, 2019, 1:30 PM – 4:30 PM

Kenneth Hahn Hall of Administration, Board Hearing Room
500 West Temple Street | Los Angeles, CA 90012

This is the opportunity for community members and stakeholders to provide verbal comments on the Draft Measure H Funding Recommendations for FY 2019-20. County department and agency leads will be present to listen to the comments. No reservations are required to attend this event.

Broad and deep collaboration has been the defining characteristic of the Homeless Initiative since its inception in August 2015. We very much look forward to your contribution to this process, which will culminate in consideration by the Board of Supervisors on May 14, 2019 of final Measure H funding recommendations for FY 2019-20.

FY 2019-20 DRAFT MEASURE H FUNDING RECOMMENDATIONS

Focus Area / Strategy		Lead Department/Agency	*FY 2018-19 Final Approved Allocation (In Millions)	*FY 2019-20 Approved Tentative Allocation (In Millions)	FY 2019-20 Draft Final Funding Recommendations (In Millions)	Variance from FY 2019-20 Approved Tentative Funding Allocation (In Millions)	
						(+)	(-)
						Notes/Clarification on Variance	
A. PREVENT HOMELESSNESS							
A1	Homeless Prevention Program for Families	LAHSA	\$6.000	\$6.000	\$11.500	\$5.500	
						Addition of \$500,000 for a Centralized Diversion Fund. Additional \$5 million to increase number of families served in FY 2019-20.	
A5	Homeless Prevention Program for Individuals	LAHSA	\$11.000	\$11.000	\$11.500	\$0.500	
						Addition of \$500,000 for a Centralized Diversion Fund.	
B. SUBSIDIZE HOUSING							
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	DPSS	\$6.258	\$5.138	\$5.138	No Change	
B3	Expand Rapid Re-Housing	LAHSA DHS	\$73.000 LAHSA:\$57.696 DHS: \$15.304	\$86.000	\$85.405 LAHSA:\$78.200 DHS: \$7.205		(\$0.595)
						Sunset of DHS Single Adult Rapid Re-Housing program through elimination of new DHS enrollments and a corresponding increase in new enrollments by LAHSA. Overall increase in RRH enrollments through attrition of DHS Single Adult Rapid Re-Housing slots and a corresponding increase in new enrollments by LAHSA family Rapid Re-housing contractors.	
B4	Facilitate Utilization of Federal Housing Subsidies	HACoLA	\$11.627	\$7.120	\$14.189	\$7.069	
						Additional funding to support the increase in the number of vouchers HACoLA has dedicated for permanent supportive housing (PSH) and to reflect increased average expenses for tenant move-in costs and landlord incentives.	
B6	Family Reunification Housing Subsidies	DCFS	\$2.000	\$4.500	\$1.468		(\$3.032)
						Decrease in funding reflects reinvestment by DCFS of out-of-home placement savings from this strategy.	
B7	Interim/Bridge Housing for those Exiting Institutions	LAHSA DHS DMH DPH	\$26.269 LAHSA:\$5.086 DHS: \$16.715 DMH: \$0.065	\$29.458	\$33.260 LAHSA:\$4.627 DHS: \$21.878 DMH: \$0.072	\$3.802	
						Additional staffing to support program. Increased Recovery Bridge Housing (RBH) bed rate to align with countywide increase. Addition of	

Focus Area / Strategy		Lead Department/Agency	*FY 2018-19 Final Approved Allocation (In Millions)	*FY 2019-20 Approved Tentative Allocation (In Millions)	FY 2019-20 Draft Final Funding Recommendations (In Millions)	Variance from FY 2019-20 Approved Tentative Funding Allocation (In Millions)	
						(+)	(-)
						Notes/Clarification on Variance	
			DPH: \$4.403		DPH: \$6.683	75 beds for justice-involved individuals based on transfer of \$1.36 million from Strategy D4.	
C. INCREASE INCOME							
C2/C7	Increase Employment for Homeless Adults <i>(New name to broaden strategy to encompass any efforts to increase employment among homeless adults.)</i>	WDACS CEO	\$5.150 C2: \$0.000 C7: \$5.150	\$7.300 C2: \$2.000 C7: \$5.300	\$14.300 WDACS: \$11.300 CEO: \$3.000	\$7.000	Addition of \$3,000,000 for CEO for initial implementation of recommendations of the Employment and Homelessness Taskforce. Addition of \$2,500,000 for WDACS to support a new career pathways program to serve 250 individuals experiencing homelessness. Addition of \$1,500,000 to replace one-time HI funding projected to be utilized in FY 2018-19.
C4 C5 C6	Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	DHS DMH	\$12.680 DHS: \$11.051 DMH: \$0.949	\$12.000	\$12.151 DHS: \$11.051 DMH: \$1.101	\$0.151	Increased funding will support increased staffing costs at the Department of Mental Health (DMH).
D. PROVIDE CASE MANAGEMENT AND SERVICES							
D2	Jail In-Reach	DHS LASD	\$0.000	\$2.230	\$2.335 DHS: \$1.870 LASD: \$0.465	\$0.105	Additional funds to support program manager for jail in-reach program.
D4	Regional Integrated Re-Entry Network	DHS LASD	\$0.000	\$1.360	\$0.000	(\$1.360)	Funds have been reallocated to B7 to support 75 interim housing beds for individuals exiting County jail. Strategy D4 will not be maintained as a separate strategy.
D6	Criminal Record Clearing Project	PD	\$1.880	\$1.490	\$2.941	\$1.451	Additional funds are primarily to sustain FY 2018-19 expansion of City Homeless Court Program to resolve infractions, in partnership with the Public Defender that can only address misdemeanors and felonies. Additional funds will also increase the experience level of two of the attorneys on the project to help them address more challenging cases.

Focus Area / Strategy		Lead Department/Agency	*FY 2018-19 Final Approved Allocation (In Millions)	*FY 2019-20 Approved Tentative Allocation (In Millions)	FY 2019-20 Draft Final Funding Recommendations (In Millions)	Variance from FY 2019-20 Approved Tentative Funding Allocation (In Millions)	
						(+)	(-)
						Notes/Clarification on Variance	
D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	DHS DMH DPH	\$49.300 DHS: \$41.996 DMH: \$6.196 DPH: \$1.108	\$69.600	\$77.324 DHS: \$69.946 DMH: \$5.814 DPH: \$1.564	\$7.724	Additional funds to reflect the increasing cost of individual subsidies and move-in assistance to keep pace with rising rents.
E. CREATE A COORDINATED SYSTEM							
E6	Countywide Outreach System	LAHSA DHS DMH	\$30.117 LAHSA: \$8.211 DHS: \$21.759 DMH: \$0.147	\$27.000	\$28.402 LAHSA: \$11.401 DHS: \$16.931 DMH: \$0 CEO: \$0.070	\$1.402	Increased funding will cover a portion of costs to sustain weekend Multidisciplinary Teams (one per SPA), add an outreach coordinator, maintain current Homeless Engagement Team (HET) staffing levels, provide ongoing support for the Los Angeles Homeless Outreach Portal (LA-HOP), and support a mobile shower program for people experiencing homelessness.
E7	Strengthen the Coordinated Entry System	LAHSA CEO	\$39.000 LAHSA: \$35.500 CEO: \$3.500	\$41.500	\$42.693 LAHSA: \$34.693 CEO: \$8.000	\$1.193	Additional funding to hire a gerontologist for LAHSA, support Language Line translation services for providers, acquire additional HMIS user agreements to increase access to the Coordinated Entry System (CES), and assist with implementation of recommendations made by the Ad Hoc Committee on Black People Experiencing Homelessness. Additional funding for CEO to support a Technology Innovation RFP for tech providers to help enhance effectiveness of the homeless services system and (as previously approved by the Board of Supervisors) implement full-year support for the implementation of city homelessness plans.
E8	Enhance the Emergency Shelter System	LAHSA DHS DMH DPH	\$102.130 LAHSA: \$61.564 DHS: \$37.382 DMH: \$0.066 DPH: \$0.618 City of LA: \$2.500	\$82.693	\$92.822 LAHSA: \$71.632 DHS: \$20.450 DMH: \$0.072 DPH: \$0.668	\$10.129	Increased funding will help sustain interim housing beds added in FY 2018-19, sustain 187 motel vouchers for families added in FY 2018-19, add 50 motel vouchers for families, allocate \$1 million for safe parking, and address staffing needs.

Focus Area / Strategy		Lead Department/Agency	*FY 2018-19 Final Approved Allocation (In Millions)	*FY 2019-20 Approved Tentative Allocation (In Millions)	FY 2019-20 Draft Final Funding Recommendations (In Millions)	Variance from FY 2019-20 Approved Tentative Funding Allocation (In Millions)	
						(+)	(-)
						Notes/Clarification on Variance	
E14	Enhanced Services for Transition Age Youth	LAHSA	\$19.000	\$19.200	\$19.200		No Change
F. AFFORDABLE/HOMELESS HOUSING FOR THOSE EXPERIENCING HOMELESSNESS							
F7	Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals	CDC	\$15.000	\$15.000	\$0.000		(\$15.000)
						Funding reduced because of increased availability of other funding to build permanent supportive housing (PSH), such as the County's Affordable Housing Trust Fund and No Place Like Home, and to enable four additional Housing Innovation Challenge applicants to be funded.	
F7	Housing Innovation Fund (One-time)	CDC	\$0.000	\$0.000	\$3.300	\$3.300	
						Funding for four Housing Innovation Challenge (HIC) applicants who received an honorable mention during the evaluation process.	
MEASURE H ADMINISTRATION		CEO	\$1.750	\$1.500	\$2.070	\$0.570	
						Increase is based on increased costs for staff, audits, evaluation, and consultant services.	
TOTAL			\$430.089	\$460.000	\$460.000	\$29.911	

FY2019-20 MEASURE H FUNDING RECOMMENDATIONS – PROPOSED STRATEGY CHANGES

STRATEGY	TITLE	FY 2019-20 STRATEGY CHANGES (INCLUDES PROGRAM DESIGN, POLICY, FUNDING AND OTHER CHANGES)
A1	Homeless Prevention Program for Families	<ul style="list-style-type: none"> • Centralized Diversion Fund, \$500,000 • Additional funding to increase number of families served in FY 2019-20
A5	Homeless Prevention Program for Individuals	<ul style="list-style-type: none"> • Centralized Diversion Fund, \$500,000
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	No Change
B3	Expand Rapid Re-Housing	<ul style="list-style-type: none"> • All persons enrolled in rapid re-housing (RRH) will be referred through CES • Caseload ratios to be limited to 1:25 • Designation of 360 Shallow Subsidies for Older Adults at risk of homelessness
B4	Facilitate Utilization of Federal Housing Subsidies	<ul style="list-style-type: none"> • Additional landlord incentive funding to maximize federal housing subsidy utilization • Increase funding available per unit, to account for increasing rental costs
B6	Family Reunification Housing Subsidies	<ul style="list-style-type: none"> • Reduction in Measure H funding request due to reinvestment of DCFS out-of-home placement savings for families served through this strategy • Maximum rental subsidy increased from 12 months to 18 months, for families in need of additional support to retain housing
B7	Interim/ Bridge Housing for those Exiting Institutions	<ul style="list-style-type: none"> • Add 75 beds from D4 for justice-involved individuals • Additional staff to support shelter program operations • Increased rate for Recovery Bridge Housing to align with countywide rate increase
C2/C7	Increase Employment for Homeless Adults (New name to broaden strategy to encompass any efforts to increase employment for homeless adults)	<ul style="list-style-type: none"> • Maintain LA: RISE subsidized employment slots at 1000 • Additional funding for High-Road Employment Model, which entails procuring and holding job slots, 8-week training, and a stipend for training participants, for 250 individuals experiencing homelessness • Funding to support Implementation of Homelessness Employment Taskforce Recommendations (\$3M)
C4/C5/C6	Countywide Supplemental Security/ Social Security Disability Income and Veterans Benefits Advocacy	No Change
D2	Jail In-Reach	<ul style="list-style-type: none"> • Add program manager to support and strengthen jail in-reach program

D4	Regional Integrated Re-Entry Network	<ul style="list-style-type: none"> Funds moved to B7 for 75 interim housing beds for individuals exiting County jail
D6	Criminal Record Clearing Project	<ul style="list-style-type: none"> Funding to sustain increase in countywide LA City Attorney program to resolve infractions, which works in conjunction with Public Defender program to resolve misdemeanors Funding to increase the experience level of two of the attorneys on the project to handle challenging cases
D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	<ul style="list-style-type: none"> Increasing cost of individual subsidies and move-in costs to keep pace with rising rents
E6	Countywide Outreach System	<ul style="list-style-type: none"> Funding to sustain weekend Multidisciplinary Teams (one per SPA) established in FY 2018-19 Reduction in Measure H funding request due to leveraging of one-time HPI funds to maintain Multidisciplinary Teams Additional outreach coordinator Maintain Homeless Engagement Teams staffing levels Ongoing IT support for LA-HOP \$200,000 for shower program for people experiencing homelessness
E7	Strengthen the Coordinated Entry System	<ul style="list-style-type: none"> Funding for Gerontologist at LAHSA Funding for Language Line translation services to be used by providers Additional HMIS user agreements to increase access to CES Funding to support implementation of recommendations of Ad Hoc Committee on Black People Experiencing Homelessness (\$1M) \$1.5M for CEO Technology Innovation RFP for tech providers to enhance effectiveness of the homeless service system
E8	Enhance the Emergency Shelter System	<ul style="list-style-type: none"> Carve out of 150 beds for older adults Increase of 50 motel vouchers for families, and funding to sustain 187 vouchers for families added mid-year in FY 2018-19 \$1M for Safe Parking Increase in bed rate to enhance Family Crisis Housing program services Funding for Shelter Partnership Mark Taper Warehouse, which provides beds, linens, hygiene materials to shelter programs (\$162,000)
E14	Enhanced Services for Transition Age Youth	No Change
F7	Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals	<ul style="list-style-type: none"> Funding for four Housing Innovation Challenge applicants who received an honorable mention during the evaluation process Overall funding reduced because of increased availability of other funding to build permanent supportive housing, such as Affordable Housing Trust Fund and No Place Like Home
Central Admin		<ul style="list-style-type: none"> Additional costs are primarily due to evaluation and audits Additional funding for public communications

Several proposed changes described in this document correspond to the Community Listening Session input, which can be found in the Measure H Community Listening Session packet, included in this package of documents.

DATE: August 5, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **LAHSA COVID-19 RECOVERY AND FUNDING PLANS**

RECOMMENDED ACTION

For information only.

BACKGROUND

On May 12, 2020, the Board of Supervisors directed LAHSA to develop a COVID-19 recovery plan for homelessness. LAHSA, working in conjunction with the Chief Executive Office's (CEO) Homeless Initiative (HI), the Department of Health Services (DHS) Housing for Health (HFH) and Office of Diversion and Re-Entry (ODR), the Department of Mental Health (DMH), the Department of Public Health (DPH), and the City Administrative Officer of the City of Los Angeles (CAO), developed and submitted a framework to the Board on May 26, 2020. The framework focused on the following five key goals for the recovery plan:

- 1) No returns from COVID-19 response to the street;
- 2) Rapidly house 15,000 of the most vulnerable people;
- 3) Reduce inflow into homelessness;
- 4) Prepare systems for future crises, and
- 5) Ensure racial equity throughout.

Based on this framework, the recovery plan was released on June 23, 2020. The recovery plan is included as Attachment A. The plan would begin moving 15,000 of the most vulnerable people experiencing homelessness, including people aged 65 and over, people with underlying health conditions, and residents of Project Roomkey, into housing. The initial lease-up period will quickly house the target population in "bridging" unit housing. Once housed, participants will be assessed and supported over a three-year period to facilitate successful exits or transfers to permanent housing primarily via tenant-based solutions and rental subsidies.


In addition to rehousing, the recovery plan aims to increase homelessness prevention efforts. This includes expanding LAHSA-funded prevention programming by 50%, as well as strengthening upstream prevention efforts, including tenant protections to keep people in their homes.

On July 2, 2020, LAHSA submitted a report to the Board on the Funding Plan to support the COVID-19 Recovery Plan. The funding plan is included as Attachment B. The Recovery Plan is expected to cost \$806 million over the next three fiscal years, of which \$609 million represents new costs. The Funding Plan outlines four key funding sources: \$80 million from Emergency Solutions Grant (Federal CARES Act), \$110 million from Coronavirus Relief Funds (Federal

REPORT

CARES Act), \$65 million from Measure H Rapid Rehousing funds, and \$52.6 million from Medicaid.

The Chief Executive Office (CEO) will now collaborate with LAHSA and the City of Los Angeles to determine the funding administered by LAHSA and the City which will be available to support the Recovery Plan, identify the strategic ways to deploy the various available funding streams, and develop and implement advocacy strategies to secure the Medicaid funding identified in the funding plan, as well as additional state and federal funding. The CEO will submit a status report to the Board by July 31, 2020.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – LAHSA COVID-19 Recovery Plan

Attachment B – LAHSA Funding Plan to Support COVID-19 Recovery Plan



DATE: June 23, 2020

TO: Los Angeles County Board of Supervisors

FROM: Heidi Marston, Executive Director, LAHSA

CC: Sachi Hamai, Chief Executive Officer
Phil Ansell, Director, Los Angeles County Homeless Initiative
Emilio Salas, Acting Director, LACDA

SUBJECT: Los Angeles County COVID Recovery Plan for Homelessness

Heidi Marston
Executive Director

Board of Commissioners

Sarah Dusseault
Chair

Mitchell Kamin
Vice Chair

Kelli Bernard

Noah Farkas

Wendy Greuel

Lawson Martin

Irene Muro

Booker Pearson

Kelvin Sauls

Jacqueline Waggoner

Administrative Office

811 Wilshire Blvd.
6th Floor
Los Angeles, CA 90017

213 683.3333 - PH

213 892.0093 - FX

213 553.8488 - TY

www.lahsa.org

BACKGROUND ON COVID-19 RESPONSE AND RECOVERY PLAN MOTION

As of June 22, there have been 85,942 recorded cases of COVID-19 in Los Angeles County, with 3,137 recorded deaths. The Board of Supervisors has gone to great lengths to reduce the spread of COVID-19 since mid-March, instituting a shelter at home order, social distancing measures, and taking vital steps to protect vulnerable populations who face a heightened risk of hospitalization or death if infected with COVID-19.

Los Angeles County must continue these efforts to protect vulnerable people, especially people experiencing homelessness. This population has disproportionately high rates of underlying health conditions, cannot effectively physically distance, and faces compromised or reduced access to hygiene infrastructure. Estimates from researchers Dennis Culhane and Randall Kuhn estimated that without concerted action, as many of 27,750 people experiencing homelessness in Los Angeles County could become infected with COVID, leading to nearly 3,000 hospitalizations and nearly 500 deaths.

In response, Los Angeles County, in partnership with LAHSA, the State of California, cities, and private motel and hotel operators launched Project Roomkey, to bring an especially vulnerable subset of the homeless population into hotel and motel rooms where they could isolate, practice social distancing, and reduce their likelihood of contracting COVID-19. To date, Project Roomkey has brought 3,684 people experiencing homelessness into hotel and motel sites, with a focus on the most vulnerable.

On May 12, 2020, the Board of Supervisors approved a motion (Item No. 4, May 12, 2020 Agenda, authored by Supervisors Kuehl and Ridley-Thomas) directing the Los Angeles Homeless Services Authority (LAHSA) to work in conjunction with partner agencies to develop a recovery plan for homelessness. The Board directed LAHSA to report back in 15 days with a plan framework, along with a full plan with goals and objectives in 30 days.

RECOVERY PLAN FRAMEWORK

LAHSA, working in conjunction with the Chief Executive Office's (CEO) Homeless Initiative (HI), the Department of Health Services (DHS) Housing for Health (HFH) and Office of Diversion and Re-Entry (ODR), the Department of Mental Health (DMH), the Department of Public Health (DPH), the City Administrative Officer of the City of Los Angeles (CAO)

[developed the framework](#) and presented it to the Board on May 26, 2020. In addition to providing a framework, the May 26, 2020 interim report back identified the following goals for the recovery plan:

1. **No Returns from COVID-19 Response to the Street:** Anyone sheltered through Project Roomkey or any of the other COVID-response interim housing should not exit back to unsheltered homelessness;
2. **Rapidly House 15,000 of the Most Vulnerable People:** With COVID likely to continue to present a threat to the health and safety of Angelenos, this recovery plan should move 15,000 of Los Angeles County's most vulnerable people experiencing homelessness into housing as rapidly as possible. These housing placements should be in addition to the thousands that the Los Angeles homeless system already expects to house to ensure that this commitment does not reduce needed resources for families, youth, and other individuals.
3. **Reduce Inflow into Homelessness:** As COVID leads to dramatic increases in unemployment, inflow into homelessness is expected to spike. This plan should ensure both that upstream systems take measures to keep people in their homes while also scaling up the prevention tools of the homeless system.
4. **Prepare Systems for Future Crises:** While the Los Angeles homeless system has scaled up rapidly to address the moment at hand, it has placed inordinate strain on the system. A recovery plan should put in place the mechanisms to ensure the system can scale up as needed when faced with future crisis.
5. **Ensure Racial Equity Throughout:** Prior to COVID-19, homelessness disproportionately impacted the Black and African American community in Los Angeles. With COVID-19 exacerbating this racial inequality, a COVID recovery plan must actively address racial inequality.

SUMMARY OF RECOVERY PLAN

As outlined in the enclosed proposed plan, in the immediate weeks ahead, the Los Angeles homeless services system is poised to begin moving 15,000 of the most vulnerable people experiencing homelessness, including people aged 65 and over, people with underlying health conditions, and people with other high-acuity needs into housing. The proposed re-housing recovery strategy utilizes an infusion of one-time resources to launch an initial lease-up period to quickly house the target population, and then works over a three-year period to facilitate successful exits or transfers to more appropriate programs.

During the initial lease-up phase (July 2020 to June 2021), nearly all of the 15,000 people will be moved into a "bridging" unit, where they will have deeply subsidized rent, along with varying levels of services depending on their needs. A small number of the 15,000 people will be assisted through one-time problem-solving resources to facilitate their placement into permanent housing without a long-term subsidy, or will be moved directly into supportive housing as turnover units become available each month.

Once housed through the lease up effort, participants will be continuously assessed and supported in exiting to permanent housing on several pathways, depending on their acuity of need. People with higher acuity will either be moved into supportive housing for long term affordability and support, or

will be connected to a long-term shallow subsidy to support their rent. For those with slightly lower acuities, participants will follow one of three pathways: A 15 month (on average) recovery re-housing subsidy, enhanced with supportive services that lead to an eventual exit into permanent housing, with a portion of these participants moving on to a long-term shallow subsidy; a nine month (on average) recovery re-housing subsidy that leads to an eventual exit into permanent housing, or problem-solving and one-time financial assistance for some of these clients to exit into permanent housing.

In addition to the rehousing component, the recovery plan calls for significant efforts to be made to increase homelessness prevention efforts. This includes both scaling up LAHSA-funded prevention programming by 50%, while also strengthening upstream prevention efforts, including tenant protections to keep people in their homes.

SUMMARY OF FUNDING REQUEST

The entirety of this recovery plan is expected to cost \$806,595,604 over the next three fiscal years. However, this includes some costs that are already being planned for in the existing homeless system, such as new supportive housing that is in the pipeline and existing homeless prevention programming. Of the total cost, \$609,178,112 represent new costs over the next three years.

These net new costs are listed below:

Recovery Plan Net New Costs

Component	FY 21 Q1	FY 21 Q2	FY 21 Q3	FY 21 Q4	FY 22	FY 23	Three Year Estimate
Project Roomkey Ramp-Down Costs	\$41,632,500	\$3,202,500	\$0	\$0	\$0	\$0	\$44,835,000
Recovery Bridge and Re-Housing Costs	\$47,495,144	\$70,672,044	\$80,466,512	\$85,300,721	\$134,560,310	\$7,697,985	\$426,192,716
Long Term Shallow Subsidy and PSH Costs	\$0	\$0	\$776,400	\$4,294,775	\$48,801,615	\$69,017,983	\$122,890,773
Prevention Scale Up	\$3,814,906	\$3,814,906	\$3,814,906	\$3,814,906	\$0	\$0	\$15,259,623
Total Costs	\$92,942,550	\$77,689,450	\$85,057,818	\$93,410,402	\$183,361,925	\$76,715,968	\$609,178,112

NEXT STEPS

Following the submission of this report, the CEO-HI will submit a follow-up report with funding recommendations by June 26, 2020. Pending those funding recommendations, the recovery command structure will begin ramping up the recovery and re-housing effort over the next 30 days to begin moving target populations into bridging housing. Additional cost estimates will be provided over the coming days on maintaining infection control in shelters as well as continuing outreach efforts to slow the spread of COVID among people experiencing homelessness.



Los Angeles Homeless Services Authority

Report to the Los Angeles County Board of Supervisors
COVID-19 Recovery Plan Related to People Experiencing Homelessness

June 23, 2020

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LOS ANGELES HOMELESS SERVICES AUTHORITY
REPORT BACK IN RESPONSE TO ITEM NO. 4, MAY 12, 2020 AGENDA

I. BACKGROUND

In mid-March, Los Angeles County issued its “Safer at Home” orders in response to growing numbers of local cases of SARS-CoV-2, the coronavirus that leads to COVID-19. The order asks Los Angeles County residents to practice social distancing and shelter in place as much as possible, given both high rates of infectiousness of this virus along with relatively high levels of lethality among vulnerable populations, including people ages 65 and over as well as people with underlying health conditions.

With 66,433 people experiencing homelessness according to the 2020 Greater Los Angeles Homeless Count, about 48,000 of whom are unsheltered, many Los Angeles County residents are unable to shelter in place and abide by Los Angeles County Department of Public Health’s (DPH) physical distancing guidelines. In response, the Los Angeles Homeless Services Authority (LAHSA), Los Angeles County, and Los Angeles City have moved swiftly to protect the most vulnerable people experiencing homelessness by increasing testing of people experiencing homelessness, bringing new isolation and quarantine units online for those experiencing COVID-19 symptoms, establishing thousands of hotel and motel rooms for vulnerable people to shelter in place, and decompressing existing shelter sites in accordance with guidelines from local, state, and federal public health authorities.

A. Project Roomkey

This response to COVID-19 has included the launch of Project Roomkey, a collaborative effort between the State of California, Los Angeles County, and LAHSA aimed at enabling people experiencing homelessness to shelter in place by enlisting thousands of hotel rooms to serve as interim housing. These rooms are prioritizing people experiencing homelessness that are especially vulnerable to hospitalization and death if infected with COVID-19: people 65 and older, people with underlying health conditions, and other medically-vulnerable individuals, in alignment with guidance from the Centers for Disease Control and Prevention (CDC). As of Monday, June 15, a total of 3,684 people are sheltered in thousands of hotel rooms, with more people moving in every day. The rooms are funded through a combination of federal, state, and local funding.

B. Homelessness Recovery Plan

On May 12, 2020, the Board of Supervisors approved a motion (Item No. 4 of the May 12, 2020 Agenda, authored by Supervisors Kuehl and Ridley-Thomas) directing LAHSA to develop a COVID-19 recovery plan for homelessness in collaboration with key stakeholders and partner agencies. The intent of this plan is to ensure continued safety and health of the population experiencing homelessness in Los Angeles County, especially those people that are especially susceptible to hospitalization and death if infected with COVID-19.

The motion directed LAHSA to work in collaboration with the Chief Executive Office (CEO), the Department of Health Services’ (DHS) Housing for Health (HFH) and Office of Diversion and Re-Entry (ODR), the Department of Mental Health (DMH), the Department of Public Health (DPH), and other key stakeholders including the City of Los Angeles, philanthropy partners, and others.

The motion directed LAHSA to report back with an initial framework for the recovery plan in 15 days— LAHSA [presented that framework](#) to the Los Angeles County Board of Supervisors at the May 26th meeting and submitted a written report on the framework on May 27th. This framework was developed

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in collaboration with the CEO Homeless Initiative, HFH, ODR, DMH, DPH, the City of Los Angeles, and the United Way of Greater Los Angeles.

The report presented here seeks to use that framework to accomplish several overarching goals, including:

- Detailing a plan to quickly re-house 15,000 of the most vulnerable Los Angeles County residents experiencing homelessness, going beyond the number of people that the Los Angeles County homeless services system would normally expect to house under current funding for the system. These 15,000 housing placements target those who are vulnerable to COVID-19, including individuals sheltering in Project Roomkey hotel rooms, and other populations (discussed in greater depth below). This will ensure safety for vulnerable populations that are at high risk of hospitalization and death if infected with COVID-19 to align with public health goals.
 - This plan also assumes continued operations and ongoing funding for the rest of the homeless services system as anticipated prior to the emergence of the COVID crisis. Continued support of the mainstream homeless services system will be needed to continue needed services and housing for families, youth, and other participants who may not be targeted as part of this recovery effort.
- Determining how to support the continuation of vital infection and disease control practices in existing shelters, housing, and encampments, as COVID-19 is likely to continue to present a risk to these populations at least through the summer and fall of 2020.
- Sharing LAHSA's projections of the cost of these interventions and highlighting potential sources of funding that could be used to fund this recovery plan.
- Continued focus on racial equity in this recovery, as Black and African American people are already disproportionately represented in the homeless population, and have been disproportionately impacted by the COVID-19 crisis, both in health and economic terms.

Following the presentation of the Recovery Plan framework to the Board on May 26th, LAHSA continued to work with the key partners noted above and consulted with the following entities to develop the plans and estimates shared within this report, including:

- The Regional Homelessness Advisory Council (RHAC), which convened on June 4th, 2020;
- The Lived Experience Advisory Board, which convened on June 5th, 2020;
- The Homeless Youth Forum of Los Angeles (HYFLA), which convened on June 10th, 2020;
- The Coordinated Entry System (CES) Policy Council, which convened on May 27th, 2020.

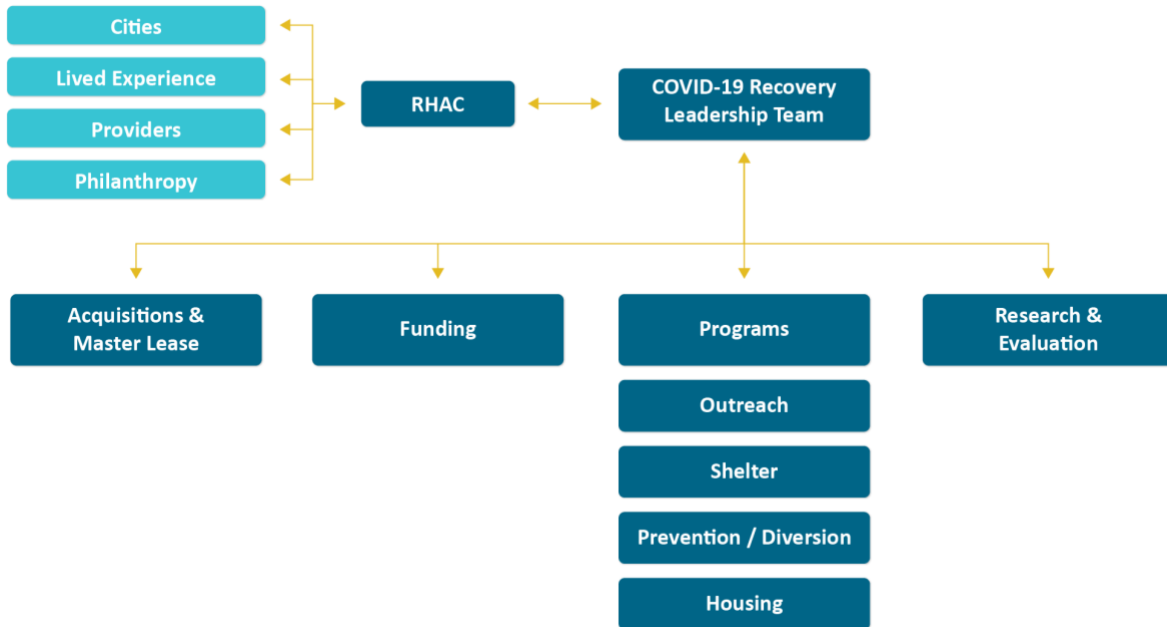
C. Recovery Command Structure

As outlined in the framework provided to the board on May 27th, continued recovery planning and execution will be led by a collaborative team consisting of LAHSA, the CEO, DHS, DMH, and DPH, as well as the City of Los Angeles Mayor's Office and Chief Administrative Office (CAO). As illustrated in the recovery command structure outlined below, this leadership team will be informed by and collaborate with an array of other partners and stakeholders – including the RHAC and the stakeholder groups it represents (officials from city jurisdictions, people with lived expertise of homelessness, service providers, and philanthropic partners, among others).

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The recovery command structure also outlines the parallel efforts that must accompany the programmatic response of the homeless service delivery system in order to accomplish re-housing and recovery objectives, including acquisition and master leasing activities, identification and commitment of funding streams, and continuous research and evaluation to inform and refine the recovery strategy throughout implementation.

Figure 1. Proposed Recovery Command Structure



D. Commitment to Racial Equity and Continuous Evaluation

Continuous evaluation of all activities will be carried out with a focus on equity; all pillars of response and phases of implementation will be monitored on an ongoing basis and revised as needed to ensure an effective and equitable recovery process. Regular data analysis will be centered on understanding the demographics of who is being served through a racial equity lens in order to 1) evaluate whether the recovery response equitably serves people of color and other vulnerable groups and to 2) make refinements to strategy where necessary. Ongoing feedback from those with lived expertise of homelessness will also inform this regular evaluation.

II. ACTION PLAN: SUSTAINING EXISTING EFFORTS

In the May 27th framework provided to the Board of Supervisors, LAHSA outlined needed responses across five primary areas of action: Unsheltered Homelessness, Shelter, Housing, Prevention and Diversion, and Strengthening Systems for the Future. The section below highlights efforts as part of the COVID-19 response that must be maintained transition from immediate response and toward a sustainable long-term recovery and preparedness. Housing efforts are discussed separately, within Section III (Action Plan: Re-Housing Recovery Strategy) of the report, while efforts on strengthening systems for the future will be discussed both in Section IV (Primary Prevention Efforts Needed) and Section V (Preparedness for Future Crises) of the report. The following section will focus on needed continuation of efforts next steps in the unsheltered, shelter, and prevention and diversion spheres.

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A. Unsheltered Homelessness

UNSHELTERED HOMELESSNESS	
Immediate & Short-Term Actions (0-30 Days)	•Testing and screening, wellness checks, encouraging distancing protocols, street medicine engagement, support of hygiene efforts
	•Identify COVID-vulnerable and assess, refer to COVID-specific sites including Project Roomkey, recuperative care, quarantine, or other appropriate sites
	•Problem-Solving interventions for low-acuity unsheltered
Medium-Term Actions (31-60 Days)	•Continue testing and screening protocols, wellness checks, distancing protocols, street medicine engagement, support of hygiene efforts
	•Navigation to available interim housing, including Project Roomkey, quarantine, recuperative care, and other appropriate housing and shelter options
	•Ensure existing participants are document-ready
Longer-Term Actions (Beyond 60 Days)	•Continue testing and screening protocols, wellness checks, distancing protocols, street medicine engagement, support of hygiene efforts
	•Continue problem-solving, housing navigation
	•Continue navigation of COVID-vulnerable, symptomatic, and COVID-positive individuals into appropriate interim and permanent housing until immunization is widely implemented or risk of COVID has abated

County-funded outreach workers have shifted their functions to be responsive to the COVID-19 pandemic. A number of key functions began in late March and have continued throughout the spring:

- Assisting with identifying people experiencing homelessness in need of a COVID-19 test and facilitating contact with DPH when testing is needed;
- Conducting ongoing wellness checks with individuals to determine whether they are experiencing symptoms of COVID-19;
- Contacting appropriate partners at DPH, DHS, and others for isolation and quarantine or sometimes hospitalization if a person is experiencing symptoms of COVID-19;
- Providing education and information to people experiencing homelessness on how to appropriately protect themselves, including information on distancing and spacing of tents and makeshift shelters, proper use of masks, frequent use of handwashing stations and hand sanitizer as available;
- Identifying sites where additional handwashing stations and hygiene infrastructure are needed and collaborating with appropriate County and City departments on placement of stations;
- Identifying people experiencing homelessness who are especially vulnerable to COVID-19, whether due to age or underlying health conditions that put them at risk, and adding them to the queue for Project Roomkey and other appropriate interim housing options so that they may move into a site when a room becomes available;
- Conducting problem-solving with people experiencing homelessness who are lower-acuity and may be able to resolve their homelessness by reconnecting with friends or family or with limited financial assistance.

As the homeless services system transitions into the recovery from COVID-19, much of this activity will need to be maintained for as long as the risk of COVID-19 persists, even as Project Roomkey and other sites scale down. All above activities will need to continue among outreach workers seeking to address

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unsheltered homelessness, with the exception of navigating COVID-19 vulnerable people to Project Roomkey sites. The added costs of continuing to conduct these activities above are still being analyzed, and these estimates will be shared with the Board as soon as they are available.

B. Shelter

SHELTER	
Immediate & Short-Term Actions (0-30 Days)	•Continue to bring new Project Roomkey sites online
	•Extend leases with Project Roomkey and other COVID-19 sites on a rolling basis
	•Continued operation of existing decompressed congregate shelter sites
	•Coordination with DHS, DMH on testing at existing shelter sites and routing of shelter participants as appropriate based on testing results
	•Provide infection control technical assistance tools to shelter providers in collaboration with DHS
Medium-Term Actions (31-60 Days)	•Exit Project Roomkey and other high-risk shelter participants to housing through Permanent Supportive Housing (PSH) matching, Rapid Re-housing (RRH), Problem-Solving, and other interventions
	•Continued testing and infection control at entire shelter portfolio in addition to Project Roomkey sites
	•Extend leases with Project Roomkey, quarantine sites, and other COVID-related shelter sites on a rolling basis
	•Assess all shelter sites for infection control practices and begin a comprehensive technical assistance effort for shelter providers
Longer-Term Actions (Beyond 60 Days)	•Continued exiting of Project Roomkey and other high-risk shelter participants to housing through PSH matching, RRH, Problem-Solving, and other interventions
	•Continued testing and infection control at entire shelter portfolio, including Project Roomkey, along with continued technical assistance

Beginning in March, LAHSA, DHS, and DMH began making adjustments to the existing shelter portfolio as part of the COVID-19 response efforts. These actions include:

- Reconfiguring existing shelter sites to allow for physical distancing and areas where people exhibiting symptoms of COVID-19 can quarantine, including moving higher-risk shelter occupants into Project Roomkey sites to accommodate lower capacity at these shelter sites;
- Opening new shelter sites at City Recreation and Parks facilities to increase overall capacity;
- Providing guidance to shelter operators on appropriate infection control practices in alignment with DPH guidance;
- Testing at shelter sites in collaboration with DPH, DHS, and DMH and routing/isolating people as appropriate.

LAHSA, DHS, and DMH will need to continue infection control practices throughout the shelter portfolio in the late spring and summer, and as such, will be continuing to facilitate technical assistance to shelter providers in partnership with DHS. In addition, LAHSA is planning to assess all shelter sites for their infection control practices to ensure strict adherence to prevent future outbreaks in shelters. To that end, testing, technical assistance, and clinical oversight will continue to be a necessary component of the system's shelter strategy, with a need for ongoing collaboration between LAHSA, DHS, DPH, and

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DMH. Analysis on these additional costs beyond the normal costs of shelter operation is continuing, and cost estimates will be shared with Board when available.

C. LAHSA-Funded Homelessness Prevention and Diversion

In order to stem inflow into homelessness, upstream interventions are needed at the federal, state, and local levels to support incomes, prevent unsustainable rent increases and evictions, and shore up other safety net systems to support vulnerable people before they fall into homelessness. These efforts are needed to address homelessness in a longer-term, more sustainable manner, although these changes might not always address those at the most immediate risk of homelessness. Those needed, larger systemic efforts are discussed in Section IV (Primary Prevention Efforts Needed) below.

In the immediate term, however, more resources and prevention tools will be needed to prevent people from falling into homelessness. Two primary LAHSA-funded programs are discussed below:

- The Preventing and Ending Homelessness Program (PEHP), which provides legal services and advocacy for people at risk of or experiencing homelessness;
- The Problem-Solving program, which trains staff at key points of inflow into the homeless services system on how to prevent or rapidly resolve a person's homelessness through empowerment and motivational interviewing and provides participants with flexible financial assistance.

PREVENTION & DIVERSION	
Immediate & Short-Term Actions (0-30 Days)	• Provide problem-solving training for Project Roomkey staff to target low-acuity Project Roomkey participants for problem-solving resolutions
	• Increase accessibility of problem-solving flex funds for staff, targeted to Project Roomkey and other COVID-vulnerable participants
	• Add financial assistance as an eligible component of the Preventing and Ending Homelessness Program (PEHP) to stabilize more households
Medium-Term Actions (31-60 Days)	• Launch prevention and problem-solving trainings for all frontline homeless services staff
	• Provide access to problem-solving assistance funds for COVID-vulnerable populations, both Project Roomkey and non-Project Roomkey
Longer-Term Actions (Beyond 60 Days)	• Ease the access to legal services programs for COVID-vulnerable populations at risk of falling in to homelessness
	• Increase homelessness prevention staffing throughout system
	• Ramp up prevention and problem-solving training for non-traditional partners

During the COVID-19 crisis, LAHSA has sought to activate its prevention and diversion resources in several ways:

- Providing Project Roomkey staff with access to problem-solving training, to allow these staff to identify lower-acuity participants at Project Roomkey sites that might be safely reconnected to housing with minimal need for long-term financial assistance;
- Increasing access to problem-solving flexible financial assistance funds, which can be deployed across a range of uses to assist someone back into housing, including short-term rental

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assistance, rental or utility arrears, car repair, or other uses. LAHSA has sought to give a broader array of staff the ability to utilize these funds to move people into permanent housing.

These activities must be maintained in the near-term and long-term, especially as the economy continues to face extreme challenges that will leave thousands of households unable to pay their rent. Recent estimates from economist Dan O’Flaherty, the California Policy Lab, and Gary Blasi suggest that inflow into the homeless services system can be expected to increase between 40% and 61%.

Given these estimates, LAHSA recommends robust funding for both the Homelessness Prevention program and the Problem-Solving program with the goal of increasing program enrollments by 50% beyond existing system funding, to account for the current and ongoing economic impacts of COVID-19. In addition, more funding must be provided to the cash assistance components of these programs. Research from the California Policy Lab has shown that homelessness prevention participants that are provided with cash assistance are four times more likely to retain their housing than participants who are not provided cash assistance.

These prevention programs are already funded through the existing homeless services system; however, LAHSA does not anticipate the existing system to fund a 50% increase in enrollments, given constraints. As such, cost estimates are provided for this ramp-up in prevention funding, with increased funding relative to previously-anticipated FY 20-21 funding identified as net new funding that should be funded through this recovery plan.

In addition, LAHSA will be making additional recommendations in the coming weeks on streamlining certain functions of homelessness prevention programs to allow cash assistance to be accessed more readily and to remove administrative barriers to the intake process. In order to increase program capacity by 50% in the homelessness prevention sector and accommodate more households that are unable to access prevention services through traditional safety net systems, LAHSA recommends funding for homelessness prevention programs to serve 2,114 families in FY 20-21, and 2,284 individual adults and youth. These costs listed below are for the entirety of the Homelessness Prevention and Problem-Solving programs, including both the needed net new investments to increase enrollments and the existing system investments that are anticipated:

Table 1. Total Need for LAHSA-Funded Homelessness Prevention, FY 20-21

	Families	Adults and Youth
Per Month Average	176	190
Annual Served	2,112	2,280
Monthly Cost Per Slot	\$9,100	\$6,785
Total Monthly Cost	\$1,601,600	\$1,289,150
Annual Cost FY 20-21	\$19,219,200	\$15,469,800
Total Monthly Prevention Cost		\$2,890,750
Total Annual Prevention Cost		\$34,689,340

In addition to Homelessness Prevention program funding, LAHSA anticipates continuing to scale up Problem-Solving program funding to assist 50% more people to prevent or rapidly resolve their homelessness. LAHSA anticipates serving 720 households with Problem-Solving funds over FY 20-21, or 60 households per month. This is in addition to the 795 households expected to be served through the re-housing strategy described below and is instead targeted at addressing anticipated *new* inflow into the system due to the economic impacts of COVID-19.

Table 2. Need for LAHSA-Funded Problem-Solving, FY 20-21

Households Per Month	60
One-Time Cost Per Household	\$2,400
Monthly Cost	\$144,000
Annual Households Served	720
Annual Cost	\$1,728,000

Taken together, LAHSA has identified \$36,417,340 in FY 20-21 need for Homelessness Prevention and Problem-Solving program funding to increase these activities as inflow increases and to sustain the homeless services system accordingly. This figure includes utilizing about \$21,157,717 in existing/anticipated homeless services system resources for prevention, along with \$15,259,623 in net new funding being requested through the recovery plan to increase prevention enrollments by 50%.

III. ACTION PLAN: RE-HOUSING RECOVERY STRATEGY

A. Re-Housing Recovery Strategy Overview

As outlined in the framework presented to the Board of Supervisors on May 27th, a central objective of the COVID-19 recovery plan is to ensure that the homeless services system can quickly and effectively house all those who have been temporarily sheltered through COVID-19 crisis response efforts, as well as other people experiencing homelessness who are highly vulnerable or at high risk of complications due to current or future outbreaks of COVID-19. Accomplishing this objective requires both accelerating and increasing the scale at which the re-housing process operates at present.

The proposed re-housing recovery strategy described in detail below utilizes an infusion of one-time recovery resources to launch an initial lease-up period to quickly house the target population, and then work over a three-year period to facilitate successful exits or program transfers. This strategy includes the following core components:

- **Leveraging Project Roomkey and other COVID-19-related shelter** to provide on-site services, assessment, linkages to mainstream benefits, access to problem-solving resources, and active support to participants in need of permanent housing placements to obtain necessary documentation to enable rapid lease-up and move-in when housing resources become available;
- **Active problem-solving** and connection to one-time financial assistance to facilitate permanent housing exits from COVID-19-related shelter for low-acuity individuals;
- **Targeted matches to PSH** for high-acuity individuals as units become available through turnover or the PSH development pipeline;
- **Identification and acquisition of large batches of units** that will accept rental subsidies;
- **Rapid lease-ups** from Project Roomkey, other COVID-19 shelter sites, or unsheltered locations to these newly-acquired units, with a rental subsidy and case management support;
- **Continuous assessment** of newly-housed participants to determine what additional supports may be needed and/or what long-term housing intervention is most appropriate to meet their needs; and
- **Based on continuous assessment, supporting participants to retain housing** independently or through connections to appropriate housing interventions – including retaining housing with an

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ongoing shallow subsidy, transferring to PSH as units become available, or connecting to a higher level of care when needed.

B. Target Population and Service Pathways

The proposed re-housing recovery strategy would provide permanent housing placements and long-term housing stability for 15,000 of Los Angeles County's most vulnerable residents experiencing homelessness. This includes three primary groups of individuals and households:

1. Those who have been temporarily housed through supplemental efforts to reduce COVID-19 transmission;
2. Those who are at high risk of complications from COVID-19 transmission (per the CDC's guidance) who are either unsheltered or in other shelter settings; and
3. Others who are highly vulnerable.

The proposed strategy outlines differentiated service pathways, in accordance with a participant's level of acuity. As outlined below, service pathways are approximated using CES Triage Tool score ranges; however, actual service connections would rely on continuous assessment of individuals' needs, in addition to case conferencing. It is also important to note that individual service pathways may deviate from the general pathways described here, if a higher or lower level of intervention is determined to be most appropriate, based on this continuous assessment and case conferencing.

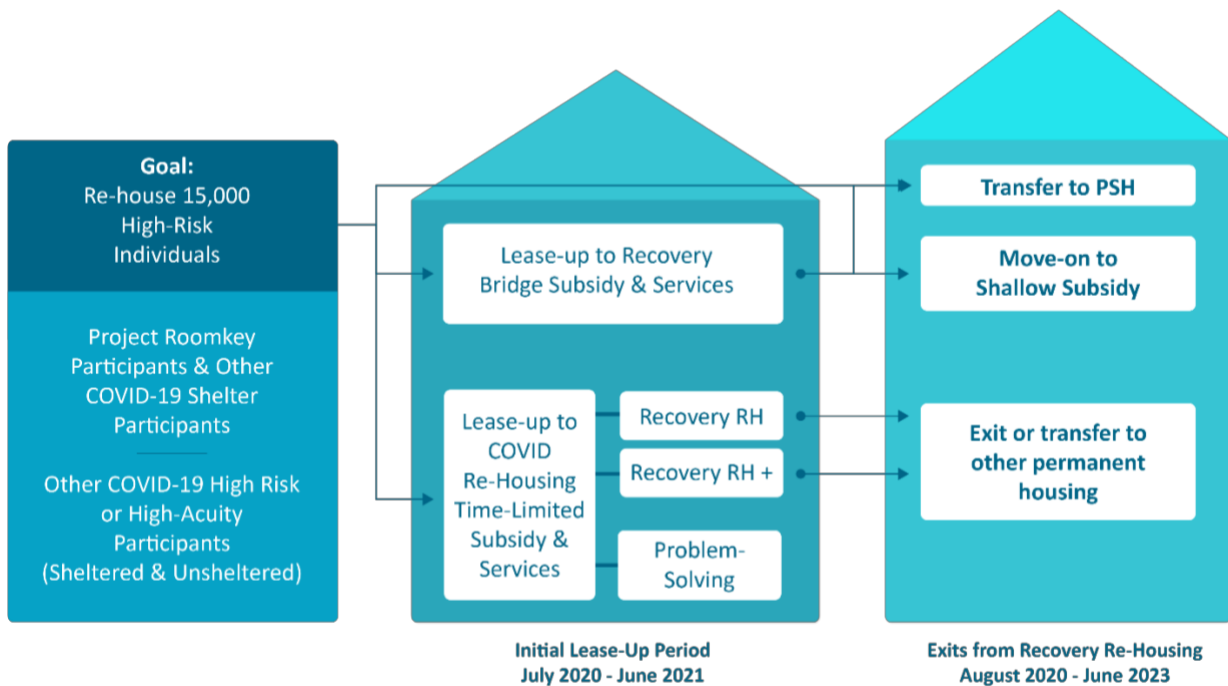
The re-housing strategy proposes two overarching service pathways to permanent housing for the 15,000 individuals in the target population:

- **Recovery Bridge Subsidy:** This pathway would assist an estimated 47% (7,050) of the target population (those with acuity scores of 12 and above), through a full rental subsidy and case management support that would serve as a bridge to longer-term assistance through a shallow subsidy or PSH. (Note: A portion of these participants may be placed directly into PSH when available, rather than being first housed through the bridge subsidy.)
- **COVID-19 Re-Housing:** This pathway would provide one-time or time-limited rental assistance and case management support to an estimated 53% (7,950) of the target population (those with scores below 12), with the goal of facilitating successful permanent housing exits without ongoing assistance. (Note: a small portion of these participants is anticipated to require ongoing support through a shallow subsidy, as described below, and others would be connected to additional support as needed, based on continuous assessment.)

As demonstrated in Figure 2, lease-ups through one of these two primary pathways (or directly into PSH when available) are expected to be complete by the end of June 2021. Permanent housing exits and transfers would begin immediately (through Problem-Solving interventions, and as PSH turnover units are available) and continue through years two and three of the recovery period, with the goal of completing permanent housing exits or program transfers by the end of June 2023. Each of these primary service pathways is described in greater detail below. Notably, as proposed, participants served through both pathways are expected to receive a full rental subsidy at the onset. This would enable the expedited unit identification and lease-up required by reducing administrative burden on service providers, providing greater confidence for landlords to support recruitment efforts, and removing uncertainty for participants – particularly given the economic impacts of COVID-19.

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Figure 2. Re-Housing Recovery Strategy: Service Pathways



Recovery Bridge Subsidy

Participants served through the proposed Recovery Bridge Subsidy pathway would receive full rental assistance, case management (at a ratio of one to 20), and continuous assessment to determine the most appropriate long-term intervention to ensure housing stability. LAHSA estimates that 80% (5,640) of those served through this pathway would need ongoing assistance through PSH. These individuals would be transferred to PSH as units become available through turnover or as new PSH resources come online. LAHSA estimates that 20% (1,410) of participants in this service pathway would not require the ongoing supportive services of PSH and would instead be assisted through an ongoing shallow subsidy, after an initial six months of assistance through the recovery bridge subsidy. In addition, participants served through this recovery bridge subsidy pathway who are in need of a higher level of care may be identified and transferred to other permanent housing resources (such as licensed residential care facilities) as needed.

COVID-19 Re-Housing

The COVID-19 Re-Housing pathway can be further broken down into three types of service packages, which vary in both length and intensity of assistance.

- Recovery Re-Housing Plus (Recovery RH+):** Individuals with mid-high acuity (scores between eight and 11) would receive 15 months on average of rental assistance (up to 12 months of a full subsidy, with additional tapered assistance for up to six months) and case management support at a ratio of one to 20. LAHSA estimates that 50% (3,975) of individuals targeted for the COVID-19 Re-Housing pathway would be served through Recovery RH+. Of these, an estimated 20% (795) would require ongoing rental assistance through a shallow subsidy to retain housing after the COVID-19 Re-Housing assistance period. (Note: Although not included as a specific service pathway, individuals who are determined to be in need of a higher level of service, based on continuous assessment, may be transferred to PSH as appropriate.)

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- **Recovery Re-Housing (Recovery RH):** Individuals determined to have mid acuity (scores of six or seven) would receive nine months on average of rental assistance (up to six months of full subsidy with an additional six months of tapered assistance) and a case management ratio of one to 25. LAHSA estimates that 40% (3,180) of individuals in the COVID-19 Re-Housing pathway would be assisted through Recovery Re-Housing.
- **Problem-Solving:** LAHSA estimates that 10% (795) of individuals targeted for the COVID-19 Re-Housing pathway would have low acuity (scores between zero and five). These individuals would receive problem-solving assistance, including one-time financial assistance where appropriate, to exit to permanent housing.

Table 3 below illustrates the total number of individuals each pathway is expected to serve.

Table 3. Re-Housing Strategy Service Pathways

Re-Housing Goal	15,000	100%
Recovery Bridge Subsidy	7,050	47%
Transfer to PSH	5,640	80%
Move-on to Shallow Subsidy	1,410	20%
COVID-19 Re-Housing	7,950	53%
Recovery RH+*	3,975	50%
Recovery RH	3,180	40%
Problem-Solving/One-Time Assistance	795	10%

**Note: 20% of those served through the Recovery RH+ pathway are anticipated to receive an ongoing shallow subsidy.*

It is important to note that this COVID-19 re-housing recovery strategy is intended to operate in parallel to existing efforts to serve and house other populations experiencing homelessness that fall outside of these three groups. As such, LAHSA proposes that existing resources dedicated to serve specific sub-populations (e.g. families with children, transition age youth, survivors of domestic violence, veterans, etc.) and mid- and lower-acuity participants remain dedicated.

C. What it Will Take to Achieve the Re-Housing Objective

Accomplishing the re-housing objective outlined above will require strategic shifts in system management practices and re-housing processes, as well as targeted investment of human capital and other resources. The core shifts required are outlined below.

1. **A unit identification and acquisition strategy that includes deployment of unit holding fees**
Existing location efforts have created a foundation of units available to accept housing subsidies. Given the urgent timeline of this rehousing effort and our commitment to leveraging the moment to engage new landlords and acquire housing inventory, partnerships with City and County leadership will be critical to the acquisition plan's success, as will funding toward increased housing locators to outreach to property owners and managers. Acquisition strategy needs are described in further detail below.
2. **The ability to quickly assign available units to people ready to move into housing**

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This leverages the work of the Housing Central Command to centralize and streamline "matching," the process by which people experiencing homelessness are connected to appropriate, available housing resources.

3. Dedicated staff to help people find and move into available units

The work of "housing navigation" bridges the efforts of outreach and other access points with the work of moving someone into permanent housing. This process includes housing search and unit identification, housing applications, and document and ID readiness. The growth and efficacy of the housing navigation component will be critical to the success of this expedited rehousing process.

4. A robust housing inventory management system to enable active tracking of all available resources

Housing Central Command has started this work which becomes increasingly more critical during this rehousing effort, requiring increased collaboration across system partners.

5. The ability to buy at scale and pre-assemble move-in kits, including basic furnishings and household supplies

Centralizing and streamlining the work of providing necessary home goods to support move-in kits would support efforts to expedite and coordinate the move-in of a large number of people.

6. Housing units and subsidies available immediately to enable swift exits to housing

This speaks to the need for efficient coordination between each system component to provide available units to be quickly matched to highly vulnerable participants and to expedite move-ins for people exiting time-limited COVID-19-related shelter.

Deploying these strategies will equip the homeless service delivery system to house people at the speed and scale that is required for this crisis response, and will also position the system to continue rehousing people experiencing homelessness throughout the recovery period and beyond.

D. Action Steps & Timeline

The table below summarizes key actions required in the short (30 days), medium (30 to 60 days), and longer-term (beyond 60 days) time periods to realize the re-housing strategy objectives outlined above.

RE-HOUSING	
Immediate & Short-Term Actions (0-30 Days)	• Actively work with participants within the target population to prepare documentation (including partnership with DMV and DPSS to obtain IDs) to streamline matching and enable rapid move-ins to permanent housing
	• Provide intensive support and tracking to expedite housing for people in Project Roomkey and other COVID-19 shelter already matched to PSH
	• Partner with mainstream systems (including DPSS, DHS, DMH) through co-location at Project Roomkey to ensure participants are connected to all benefits and income supports for which they are eligible
	• Participate in Governor's 100 Day Challenge to enable Project Roomkey participants over 55 years old to exit to permanent housing

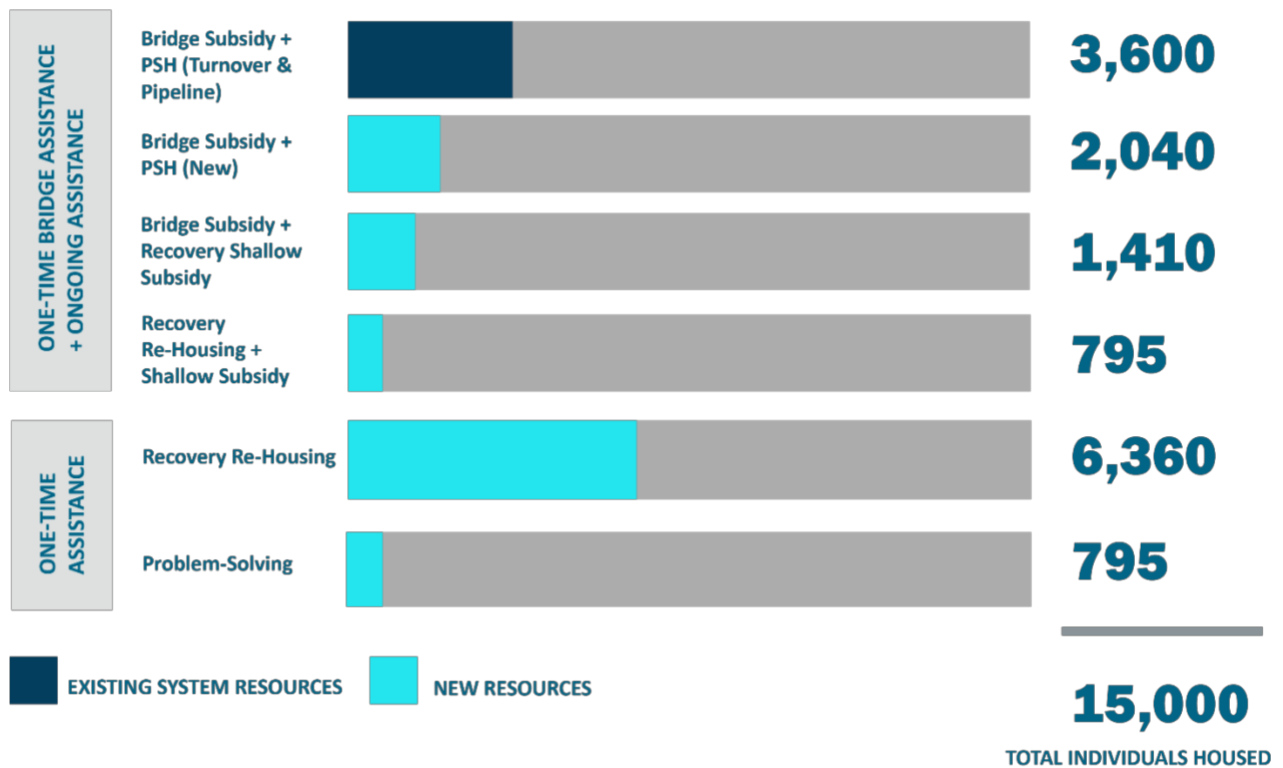
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	<ul style="list-style-type: none"> •Assess participants within Project Roomkey and other shelter sites to determine what housing intervention is most appropriate, and to support housing exits through problem-solving wherever possible or transfers to higher levels of care where needed
	<ul style="list-style-type: none"> •Develop site-by-site demobilization schedule for Project Roomkey and other COVID-19 shelter sites, including exit resources needed to rehouse all residents within each site
	<ul style="list-style-type: none"> •Allocate funds and execute contracts with providers to provide problem-solving, Recovery Re-Housing, and bridge subsidies to scale
	<ul style="list-style-type: none"> •Explore viability of centralized rent administration fund
	<ul style="list-style-type: none"> •Initiate lease-up to available PSH and to rental units (using existing, limited RRH subsidies and time-limited services) for participants within Project Roomkey and other shelter sites
	<ul style="list-style-type: none"> •Initiate landlord engagement and acquisition efforts to secure a pool of units to support quick-turnaround lease-up
Medium-Term Actions (30-60 Days)	<ul style="list-style-type: none"> •Enact land use/zoning changes to streamline acquisition/conversion process
	<ul style="list-style-type: none"> •Continue and expand lease-ups to rental subsidies for appropriate Project Roomkey participants and other COVID-vulnerable individuals
	<ul style="list-style-type: none"> •Continue matching to PSH
	<ul style="list-style-type: none"> •Examine data to refresh projections of housing resource needs and closely monitor for equity in housing placements
	<ul style="list-style-type: none"> •Begin to house Project Roomkey residents using bridge housing subsidies for those waiting for PSH matches and Recovery Re-Housing for other participants (aligned with Project Roomkey/COVID-19 shelter demobilization schedule)
	<ul style="list-style-type: none"> •Scale landlord engagement and acquisition efforts to secure a pool of units to support quick-turnaround lease-up
Longer-Term Actions (Beyond 60 Days)	<ul style="list-style-type: none"> •House remaining Project Roomkey residents using bridge housing subsidies for those waiting for PSH matches and Recovery Re-Housing for other participants (aligned with Project Roomkey demobilization schedule)
	<ul style="list-style-type: none"> •Sustain landlord engagement and acquisition efforts to ensure a pool of units to support quick-turnaround lease-up for recovery housing placements
	<ul style="list-style-type: none"> •Continuously assess newly-housed participants to determine most appropriate permanent housing exit pathway and to connect to a higher level of care when needed
	<ul style="list-style-type: none"> •Expand and modify the existing Shallow Subsidy program model to provide access to shallow subsidies for participants served through the re-housing strategy
	<ul style="list-style-type: none"> •Continue matching to turnover PSH and new inventory
	<ul style="list-style-type: none"> •Seek access to affordable housing units
	<ul style="list-style-type: none"> •Make additional housing placements in licensed residential care facilities, sober living homes, shared housing, and other arrangements
<ul style="list-style-type: none"> •Continue examining data and ongoing feedback from those with lived expertise to evaluate effectiveness, monitor for equity, and inform modifications to the strategy as needed 	

E. Housing Resources Required

The strategy outlined above relies on a wide array of housing resources to achieve the large-scale, rapid connections to permanent housing required for an effective crisis response and recovery. Figure 3 outlines the categories of new and existing resources required to achieve the recovery re-housing objective, broken down by exit pathway for the 15,000 individuals.

Figure 3. Housing Resources Required to Achieve the Recovery Objective, by Participant Exit Pathway



Note: Many individuals would be served through more than one subsidy type (e.g. an initial bridge subsidy before exit to a permanent subsidy such as PSH).

As demonstrated in Figure 3, these housing resources include the following new, one-time recovery housing resources:

- Problem-Solving:** Problem-Solving interventions would be engaged to support exits to permanent housing – particularly for low-acuity participants – through leveraging participants’ existing strengths and connection to mainstream resources, as well as providing one-time financial assistance when appropriate. This requires an expansion of existing problem-solving resources.
- New Time-Limited Subsidies and Services:** The rapid lease-up outlined in the plan would rely primarily on new time-limited rental subsidies and case management services. As described above, the level of support (including length of subsidy and intensity of case management) and exit pathway provided through this intervention would vary depending on the participant’s level of acuity and ongoing need.

In addition to these one-time recovery housing resources, ongoing resources will be required to support those participants who are determined to need longer-term assistance. A portion of this ongoing

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resource need is expected to be met through existing homeless services system resources (PSH turnover and pipeline), as described below.

- **PSH (Turnover, Pipeline, and New):** The re-housing strategy relies both on direct placements into PSH as units become available, as well as the ability to transfer participants into PSH from bridge subsidies as needed. Turnover of existing PSH resources and new PSH resources anticipated through the PSH development pipeline are expected to account for approximately two-thirds (3,600) of the anticipated PSH need. The remaining one-third (2,040) would require additional PSH investment. As part of the strategy to increase availability of PSH resources required, additional exploration and expansion of “Moving On” initiatives is needed, to facilitate additional turnover of existing PSH resources.
- **Shallow Subsidy:** New, targeted shallow subsidy resources would also play an important role in supporting successful exits for those who require an ongoing rental subsidy following the initial bridge subsidy period. This requires an expansion of existing shallow subsidy resources.

In addition to the specific housing programs outlined above, participants re-housed through this strategy would be exited or connected to other permanent housing resources as appropriate, including affordable housing, shared housing, licensed residential care facilities, or other appropriate long-term interventions. Continued expansion and exploration of these additional types of permanent housing solutions is needed.

F. Unit Acquisition Strategy

In order to rapidly move thousands of vulnerable people into housing units, this strategy will take a multi-pronged approach to housing acquisition. This will include:

- Hotel/Motel conversion;
- Leasing-up of market-rate units;
- Utilization of shared housing

Hotel/Motel Conversion

A key component of bringing additional supportive housing capacity online faster will be hotel and motel conversion, which could utilize an array of different funds, including state funds being considered in the FY 20-21 budget, as well as federal funds allocated to local jurisdictions through the CARES Act. The State Budget is likely to include up to \$600 million for acquisition of hotels and motels statewide, with special emphasis on those that are serving as Project Roomkey sites. This funding is expected to come from the state’s allocation of federal Coronavirus Relief Funds, which must be expended by December 30, 2020.

As this funding becomes available, the Acquisitions and Master Lease group of the Recovery Command Structure outlined above will work to identify sites and facilitate acquisitions to complement this recovery plan. The Acquisitions and Master Lease group will also consider additional sites that may be acquired using funds allocated through the CARES Act, including substantially vacant apartment buildings for immediate use as permanent housing, or land for installation of modular facilities.

Leasing-Up of Market-Rate Units

A significant number of market-rate housing units will need to be procured in order to execute the recovery plan. These units will be needed both as a bridge for participants waiting for supportive

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housing placements and as a permanent housing exit for mid-to-low acuity participants that can sustain a rental unit, sometimes with a longer-term shallow subsidy.

LAHSA believes that the homeless services system will be able to significantly increase the number of units that are available in the coming months, as the real estate market in Los Angeles has changed markedly as a result of the COVID-19 crisis. Average rents in Los Angeles County fell in May by 3.3% from the previous year and are expected to fall further through the first quarter of 2021.¹ When coupled with the availability of holding fees proposed in this strategy, units should be able to be procured more rapidly than in prior years when the real estate market was considerably more competitive. In addition, this strategy will seek to leverage new innovation projects that the County is considering, such as modular or pallet housing that could bring additional low-cost units to the market.

Utilization of Shared Housing

This strategy also anticipates obtaining shared housing units for placements, where participants would have their own private bedroom but may share an apartment with additional tenants. At present, about 25% of RRH placements are through shared housing, which has shown itself to be a scalable intervention for some populations.

IV. PRIMARY PREVENTION EFFORTS NEEDED TO RESPOND TO ECONOMIC IMPACTS OF COVID-19

In addition to both re-housing those currently experiencing homelessness and responding to people that are immediately at risk of becoming homeless (discussed in Part II above), Los Angeles County must consider changes to local policy, along with federal and state advocacy to prevent homelessness further in the future. While a large population of people will be immediately at risk of homelessness as COVID-19-related eviction moratoria are lifted, longer-term responses will be needed as households continue to struggle with the economic fallout of this crisis. See table below for a summary of these needed system interventions and activities:

STRENGTHENING SYSTEMS FOR THE FUTURE: PRIMARY PREVENTION	
Immediate & Short-Term Actions (0-30 Days)	• Increase awareness of new COVID-19 eviction protections and income supports such as \$1,200 stimulus payments for at-risk populations to help retain housing and reduce inflow into homelessness
	• Federal advocacy for homelessness funding, state advocacy for funding and homelessness prevention legislation
	• Benefit advocacy in conjunction with DPSS and other agencies to sustain or increase incomes
Medium-Term Actions (31-60 Days)	• Continued prevention advocacy at state level, funding advocacy at federal level
	• Strengthen prevention activities of upstream system partners
	• Stem Inflow with bolstered legal services, potentially funded with CDBG
	• Continued benefit advocacy in conjunction with DPSS and other agencies to sustain or increase incomes
Longer-Term Actions (Beyond 60 Days)	• Increase SSI enrollments, other income supports through partnerships with DPSS and other agencies
	• Implement post-COVID-19 tenant protections, ramp up access to legal services

¹ Khouri, A. "Los Angeles average rent fell 3% in May." *The Los Angeles Times*. 6/5/20.

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According to the State of California's Economic Development Department, the unemployment rate in Los Angeles County increased to 20.9% in May 2020, after nearly tripling from March to April. There is growing evidence that these job losses have been borne most heavily by the lowest income people, according to Federal Reserve surveys. The number of households experiencing crisis is sure to rise sharply. In order to counter the economic devastation of the COVID-19 crisis and ensure it does not lead to very large increases in the number of people experiencing homelessness in the longer term, Los Angeles must undertake twin efforts to strengthen its systems to stem homelessness more sustainably:

- Strengthen upstream and mainstream systems of care to support people at risk of losing their housing;
- Maintain and strengthen COVID-19-related tenant protections to keep people in their homes.

A. Upstream Systems

The role of upstream and mainstream systems of care in providing economic supports and preventing people from falling into homelessness is more crucial now than ever. In particular, partnerships with DPSS, WDACS, LACDA, along with Los Angeles' Economic and Workforce Development Department (EWDD) and the Los Angeles Housing and Community Investment Department (HCID), among others will be essential to provide economic and social service supports necessary to ensure individuals and families can weather the economic crisis and retain their housing. Coordination with institutions and other systems of care, including the criminal justice system, child welfare system, and public healthcare systems will be equally critical to ensure no one exits these other systems into homelessness.

Several steps must be taken and/or maintained in order to achieve the level of system coordination needed to further prevent at-risk households from entering the homeless services system. These steps are discussed below.

System Capacity and Coordination

Efforts to improve system throughput will allow the Los Angeles homeless services system to effectively serve more households, including before they fall in to homelessness. Key efforts must be undertaken to increase coordination between county agencies, LAHSA, and provider agencies. One vital effort would be to employ lessons learned from the coordination seen at Project Roomkey sites and apply these efforts for streamlined coordination of County benefits and CES case management services elsewhere in the system. Another key effort will be continued implementation of the recommendations for improved cross-system coordination put forward by [the Ad Hoc Committee on Black People Experiencing Homelessness](#).

Flexibility of Interventions

In addition to more resources, the homeless services system should allow sufficient flexibility with resources to allow flexible interventions to be deployed across the system where they can house more people. For example, shallow subsidies are currently only deployed in the family system if a family is enrolled in the RRH program. Shallow subsidies should be able to be used across the system regardless of enrollment so that this intervention may help lift more people out of homelessness earlier, faster, and with less needed intervention from the broader system.

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B. Maintain and Strengthen Tenant Protections

In order to keep people in their homes, additional tenant protections will be needed at all levels, both for their continued duration of the COVID-19 health emergency and beyond that emergency.

Local Policy

Since the COVID-19 crisis unfolded, the County has taken critical steps to protect tenants from eviction. However, a number of additional steps are needed to prevent the economic impact of COVID to lead to higher homelessness in the coming months as the COVID-19-related restrictions begin to lift:

- The County should invest additional funding in expanding its right to counsel program. A robust right to counsel is needed in order to animate all other tenant protections and assist tenants to utilize these protections to stay in their homes. Moreover, a right to counsel program would extend benefits to a population that is far broader than the population of people at immediate risk of homelessness;
- The County's COVID-19 emergency eviction orders require tenants that may not be able to pay rent to inform their landlord in writing of inability to pay within seven days of when rent is due. This should be made more flexible, as many households are facing a variety of crises and any administrative burden should be minimized for at-risk tenants;
- The County has also indicated that jurisdictions without restrictions on evictions must abide by the County's emergency eviction restrictions for the duration of the COVID-19 emergency. However, jurisdictions with weaker or more administratively burdensome restrictions are able to have their restrictions apply instead of the stronger, less burdensome protections that the County has enacted. The County should require that the County restrictions be a floor, both in terms of strength of protections and ease of documentation requirements, and jurisdictions with weaker protections or processes that are more burdensome for tenants should be required to abide by the County's protections for the duration of the COVID-19 emergency;
- Should the state not enact a stronger eviction moratorium or should the Judicial Council lift the prohibition on processing eviction cases before the local economy and tenants have sufficient time to recover, the County should enact its own moratorium on processing evictions that should extend at least three months beyond the Governor's health order.

State Advocacy

In addition, advocacy to the state will be needed to enact needed legislation to prevent large numbers of households from losing their housing, including potential policies to regulate evictions and foreclosures, rent increases, and rent forgiveness. A number of critical pieces of legislation should be supported:

- The County should support and advocate for AB 2271, which would compel courts to share eviction data. This is critical towards establishing a better understanding of the relationship between evictions and homelessness, how to craft better eviction policy, and how to create better homelessness prevention tools;
- The County should support SB 1190, which ensures local jurisdictions are able to enforce new rent caps;
- Stronger statewide legislation to regulate and restrict evictions is needed. At present, Judicial Council restrictions on eviction may expire as soon as August 3rd, which would leave thousands of vulnerable households at risk of being evicted and falling in to homelessness;

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- The County should also advocate to the state to loosen timelines for responding to eviction filings—the present timeline of five days to respond to an eviction filing should be extended to ten days to allow tenants additional flexibility to weigh their options;
- Additionally, the County should support AB 1436, which would protect tenants from being evicted for rent owed during the duration of the COVID-19 period, and instead allows tenants to convert this balance into consumer debt. This would allow landlords to make claims to collect this money, but would not lead to eviction.

Federal Advocacy

In addition, the federal government is capable of playing a strong role in strengthening the safety net and preventing more people from being at risk of homelessness.

- The County should aggressively advocate for strong relief to both small landlords and tenants—this will ensure small landlords have flexibility to give relief to their tenants without risking foreclosure and losing their property to larger investors. The County should continuously urge the federal government to enact the relief offered in the HEROES Act, which would provide mortgage relief, along with \$100 billion in rental assistance for tenants, and continued restrictions on evictions for HUD-funded properties;
- The County should urge the federal government to make additional stimulus payments to all residents earning below \$75,000 and remove the restrictions on immigration or taxpayer status that were present in the CARES Act;
- The federal government should extend additional unemployment benefits through the HEROES Act, as many people will see their supplemental unemployment benefits expire at the end of July.

V. PREPAREDNESS FOR FUTURE CRISES

A wholistic recovery plan must also include a roadmap to ensure the Los Angeles homeless services system is equipped to respond to future surges of COVID-19 or other disease outbreaks. While the system has scaled up an interim housing infrastructure and infection control measures faster than ever before during the COVID-19 crisis, this has been accompanied by tremendous strain on public agencies and homeless service providers.

The framework below outlines key system capacities that must be retained or further developed across five primary areas of action, in order to ensure the homeless services system has sufficient agility to respond to future crises in a more sustainable manner.

UNSHELTERED HOMELESSNESS
•Deployment of hygiene resources, including mobile showers and handwashing stations
•Mobilization of street medicine capabilities for testing and wellness checks
•Infrastructure and funding to support meal distribution
SHELTER
•Protocols for on-site health screening and triage of symptomatic participants
•Facility and staffing infrastructure to quickly decompress existing homeless service shelter sites and stand up supplemental shelter, including congregate, non-congregate, and isolation/quarantine sites

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• Training and capacity building of homeless service providers to increase compliance with infection prevention measures
• Partnerships to embed or enhance medical/clinical oversight at homeless service shelters
HOUSING
• Protocols and best practice guidance to support remote case management and service provision
• Re-housing infrastructure and resources to support rapid unit identification and move-ins
PREVENTION & DIVERSION
• Policies to trigger prevention practices in instances of large-scale unemployment/inability to sustain income (e.g. eviction moratorium, rent freeze, etc.)
• Training and flexible resources to support problem-solving interventions within non-traditional shelter and other crisis response settings
STRENGTHENING SYSTEMS
• Further development of unified data systems and technology to strengthen contact tracing capacity
• Racial equity framework to infuse an equity lens in all future crisis response activities and planning
• Development of long-term disaster/crisis response plan for people experiencing homelessness
• Partnerships and protocols to reactivate public health crisis command structure to ensure quick and effective communication of guidance to service providers and frontline workers
• Ability to quickly provide intensive and continuous safety training for all direct service staff (outreach workers, case managers, shelter operators, etc.)

In the coming weeks, the Recovery Leadership Team will work with the Los Angeles County Office of Emergency Management to engage in additional long-term disaster planning efforts to further develop a long-term crisis response plan. A key component of these efforts will be to build a strong framework for employing a racial equity lens and engaging people with lived expertise throughout all aspects of crisis response planning and decision-making.

VI. FUNDING NEED

An initial budget summary is provided below. The initial cost estimate details the costs of re-housing and retaining housing for an initial three-year period once this plan has launched. Additional costs will be incurred to fully implement all aspects of the plan detailed above. These costs are being analyzed further and include:

- Services and rental subsidies for additional supportive housing units that participants will exit to following their “bridging” period, which extends beyond the 36 months covered in this plan;
- Shallow subsidies for participants whose exit pathway requires additional rental subsidy beyond the recovery period;
- Additional testing and infection control measures needed throughout the shelter portfolio on a longer-term basis.

While some of these details are still forthcoming, the tables below outline a summary budget of re-housing efforts, ramp-down of Project Roomkey, and additional support for households in their exits from bridging units into more appropriate long-term destinations. It should be noted that a significant portion of the “Long-Term Shallow Subsidy and PSH costs” are accounted for by existing or anticipated resources within the homeless services system, including new PSH that is in the development pipeline, along with existing turnover PSH units. As such, two tables are presented below—one that anticipates “net new costs” to the homeless services system through this recovery plan, and another “overall costs”

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table for this recovery plan which includes costs that are being leveraged from elsewhere in the homeless services system.

Table 4. Recovery Plan Net New Costs

Component	FY 21 Q1	FY 21 Q2	FY 21 Q3	FY 21 Q4	FY 22	FY 23	Three Year Estimate
Project Roomkey Ramp-Down Costs	\$41,632,500	\$3,202,500	\$0	\$0	\$0	\$0	\$44,835,000
Recovery Bridge and Re-Housing Costs	\$47,495,144	\$70,672,044	\$80,466,512	\$85,300,721	\$134,560,310	\$7,697,985	\$426,192,716
Long Term Shallow Subsidy and PSH Costs	\$0	\$0	\$776,400	\$4,294,775	\$48,801,615	\$69,017,983	\$122,890,773
Prevention Scale Up	\$3,814,906	\$3,814,906	\$3,814,906	\$3,814,906	\$0	\$0	\$15,259,623
Total Costs	\$92,942,550	\$77,689,450	\$85,057,818	\$93,410,402	\$183,361,925	\$76,715,968	\$609,178,112

Overall costs will be somewhat higher—however, this recovery plan seeks to leverage existing PSH resources that are in the development pipeline, as well as turnover PSH units, and as such, not all costs are new.

Table 5. Recovery Plan Overall Costs, Net New and Leveraged

Component	FY 21 Q1	FY 21 Q2	FY 21 Q3	FY 21 Q4	FY 22	FY 23	Three Year Estimate
Project Roomkey Ramp-Down Costs	\$41,632,500	\$3,202,500	\$0	\$0	\$0	\$0	\$44,835,000
Recovery Bridge and Re-Housing Costs	\$47,495,144	\$70,672,044	\$80,466,512	\$85,300,721	\$134,560,310	\$7,697,985	\$426,192,717
Long Term Shallow Subsidy and PSH Costs	\$858,500	\$4,550,450	\$9,314,250	\$14,828,600	\$115,635,165	\$153,963,583	\$299,150,548
Prevention Scale Up	\$9,104,335	\$9,104,335	\$9,104,335	\$9,104,335	\$0	\$0	\$36,417,340
Total Costs	\$99,090,479	\$87,529,329	\$98,885,097	\$109,233,656	\$250,195,475	\$161,661,568	\$806,595,605

A. Recovery Re-Housing Effort Costs

The largest individual component of this plan is the recovery re-housing effort, which is comprised of navigation, case management, short-term rental assistance, and landlord engagement, among other components. The components of the recovery re-housing effort budget are below.

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Table 6. Three-Year COVID-19 Recovery Bridge and Re-Housing Costs

Use	Amount
Navigation	\$7,350,000
Case Management	\$45,863,125
Rental Assistance	\$231,562,465
Landlord Engagement	\$46,083,492
Security Deposits	\$45,510,000
Move-In Kits	\$25,767,750
Program Administration	\$24,055,885
Total	\$426,192,717

Several budget assumptions underly the varying pathways that are envisioned for participants in this recovery plan. Budget assumptions for each housing pathway are listed below.

Table 7. Per-Household Costs by Service Pathway

Service Pathway	Number of Persons in Pathway	Months of Pathway	Monthly Rental Cost	Monthly Case Mgmt Cost	One Time Moving Cost + Security Deposit	One Time Landlord Engagement/ Holding Fees	Monthly Cost per Household	Total Cost per Household (Entire Duration)
Bridge Subsidy to PSH	7,050	Varying	\$1,517	\$313	\$4,834	\$3,034	\$1,830	Varying
Recovery Re-Housing Plus	3,975	15	\$1,517	\$313	\$4,834	\$3,034	\$1,830	\$29,072
Recovery Re-Housing	3,180	9	\$1,517	\$250	\$4,834	\$3,034	\$1,767	\$18,470
Problem-Solving	795	1	\$1,517	\$250	\$3,284	\$3,034	\$1,767	\$8,085
Recovery Shallow Subsidy	1,410	ongoing	\$759	\$125	\$0	\$0	\$884	\$21,204
Other Shallow Subsidy	795	ongoing	\$531	\$125	\$0	\$0	\$656	Varying

The recovery budget is not uniform over the three-year period—expenses on the recovery budget are highest in the initial year, at \$283.9 million, and minimal in year three, when more expenses are incurred in ongoing PSH and shallow subsidy costs and more participants are able to independently support their rents without subsidy. This is demonstrated in Table 8 below.

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Table 8. Projected Per Month/Year Recovery Costs

Year 1		Year 2		Year 3	
July 2020	\$8,524,656	July 2021	\$18,765,609	July 2022	\$2,565,995
August 2020	\$17,656,068	August 2021	\$17,357,394	August 2022	\$2,052,796
September 2020	\$21,314,420	September 2021	\$16,186,770	September 2022	\$1,539,597
October 2020	\$23,397,893	October 2021	\$15,016,146	October 2022	\$1,026,398
November 2020	\$23,570,685	November 2021	\$13,845,522	November 2022	\$513,199
December 2020	\$23,703,467	December 2021	\$12,674,898	December 2022	\$0
January 2021	\$25,387,290	January 2022	\$11,298,994	January 2023	\$0
February 2021	\$26,877,453	February 2022	\$9,198,802	February 2023	\$0
March 2021	\$28,201,769	March 2022	\$7,098,609	March 2023	\$0
April 2021	\$29,178,423	April 2022	\$5,568,695	April 2023	\$0
May 2021	\$29,682,958	May 2022	\$4,263,427	May 2023	\$0
June 2021	\$26,439,340	June 2022	\$3,285,444	June 2023	\$0
Year 1 Total	\$283,934,422	Year 2 Total	\$134,560,310	Year 3 Total	\$7,697,985
Recovery Total					\$426,192,717

For the above monthly budget:

- One-time move-in costs are anticipated to peak in September and October of 2020 at \$2.9 million per month as a result of peak load of moving participants into their service pathways. Similarly, security deposit costs peak in this same period at \$5.2 million per month. These costs are expected to subsequently decline before phasing out by July 2021.
- Navigation costs average \$425,000 per month during the first year of recovery, before declining to \$187,500 per month in the second year and phasing out in July 2022.
- Rental assistance costs continue to increase as participants move in to units on both 15 month and nine (9) month program tracks. Rental assistance costs are anticipated to peak at \$16.0 million in June 2021, slowly declining as participants exit the program and phasing out in December 2022.
- Case management is anticipated to follow the same course as rental assistance, with anticipated case management costs of \$3.1 million in June 2021 and phasing out in December 2022.

B. Project Roomkey Ramp-Down Costs and Ongoing Housing Costs

LAHSA will work with the County to extend Project Roomkey leases as needed, to the extent that motels and hotels are willing to continue participating in the program. To conclude Project Roomkey, LAHSA anticipates a need of approximately \$44.8 million through November 2020, with an average of 800 people being re-housed out of Project Roomkey each month beginning in July 2020 and concluding in November 2020.

Table 9. Estimated Project Roomkey Ramp-Down, Summer/Fall 2020

	July	August	September	October	November	Total
Households Re-Housed	400	1,000	1,000	1,000	600	4,000
Monthly Cost	\$19,215,000	\$13,877,500	\$8,540,000	\$3,202,500	\$0	\$44,835,000

In addition to the costs incurred above, some new ongoing costs will be incurred as a result of housing people using long-term resources such as shallow subsidies and supportive housing. These costs are estimated at \$299,150,547 over the three-year period, although \$176,259,775 of these resources are already accounted for in the existing system.

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Table 10. Long-Term Shallow Subsidy and PSH Costs

Component	FY 21 Q1	FY 21 Q2	FY 21 Q3	FY 21 Q4	FY 22	FY 23	Three Year Estimate
Recovery Shallow Subsidy (Net New)	\$0	\$0	\$265,050	\$1,060,200	\$11,688,705	\$14,948,820	\$27,962,775
PSH Gap Costs (Net New)	\$0	\$0	\$511,350	\$3,234,575	\$36,049,090	\$48,332,880	\$88,127,895
PSH Existing Stock Costs (Existing System)	\$858,500	\$4,550,450	\$8,537,850	\$10,533,825	\$66,833,550	\$84,945,600	\$176,259,775
Non-Recovery Shallow Subsidy (Net New)	\$0	\$0	\$0	\$0	\$1,063,820	\$5,736,283	\$6,800,102
Net New Costs	\$0	\$0	\$776,400	\$4,294,775	\$48,801,615	\$69,017,983	\$122,890,772
Total Costs	\$858,500	\$4,550,450	\$9,314,250	\$14,828,600	\$115,635,165	\$153,963,583	\$299,150,547

C. Funding Sources

While the re-housing effort will entail a large amount of new expenditures in the face of economic recession, an array of new sources of funding are available that can be brought to bear. A summary of these available funding sources is below.

Table 11. Potential Funding Sources

Program	Recipient	Funding Administrator
CARES Act ESG	Cities, Counties, Continuums of Care (CoCs)	Federal (HUD)
CARES Act CDBG	Cities, Counties	Federal (HUD)
Coronavirus Relief Funds	Cities, Counties	Federal (Treasury)
FEMA Disaster Relief Funds	Cities, Counties, CoCs	Federal (FEMA)
COVID-19 Emergency Funding	Cities, Counties, CoCs	State
HHAP	Cities, Counties, CoCs	State
HEAP	Cities, CoCs	State

Some of these sources, while available for homelessness activities, are not anticipated to be available in the longer term or may already be expended:

- While FEMA funding is approved through July 2020, it is unlikely to be an available resource moving forward;
- State COVID-19 Emergency Funding has been encumbered and expended will not be a resource moving forward;
- Several other resources are allocated to the existing homeless services system: Los Angeles County's HHAP award has been allocated to shelter and supportive housing programs and the LA CoC's HHAP award has been allocated to prevention, RRH, and shelter;
- Los Angeles County's first tranche allocation of CDBG has been allocated.

LOS ANGELES HOMELESS SERVICES AUTHORITY
REPORT BACK IN RESPONSE TO ITEM NO. 4, MAY 12, 2020 AGENDA

More details on these funds can be found in Table 12 below.

Table 12. Potential Funding Sources (Detailed) and Eligible Uses

<u>Funding Source</u>	<u>Amount</u>	<u>Recipient</u>	<u>Eligible Uses</u>	<u>Timeline</u>
Federal				
CARES Act ESG Tranche 1	\$6,605,000	County	Shelter, rental subsidies, prevention	Two year expenditure deadline
CARES Act ESG Tranche 1	\$16,673,030	City of LA	Shelter, rental subsidies, prevention	Two year expenditure deadline
CARES Act ESG Tranche 1	\$5,224,000	County by way of State	Shelter, rental subsidies, prevention	Two year expenditure deadline
CARES Act ESG Tranche 2	\$62,445,943	County	Shelter, rental subsidies, prevention	Two year expenditure deadline
CARES Act ESG Tranche 2	\$167,431,509	City of LA	Shelter, rental subsidies, prevention	Two year expenditure deadline
CARES Act ESG Tranche 2	TBD	County by way of State	Shelter, rental subsidies, prevention	Two year expenditure deadline
CARES Act CDBG Tranche 1	\$13,668,315*	County	County	Six year expenditure deadline
CARES Act CDBG Tranche 1	\$31,963,374	City of LA	City of LA	Six year expenditure deadline
CARES Act CDBG Tranche 2	TBD	County	County	Six year expenditure deadline
CARES Act CDBG Tranche 2	TBD	City of LA	City of LA	Six year expenditure deadline
Coronavirus Relief Funds	\$1,057,341,432	County	Response to COVID-19	Expenditure deadline of 12/30/20
Coronavirus Relief Funds	\$694,405,324	City of LA	Response to COVID-19	Expenditure deadline of 12/30/20
State				
COVID-19 Emergency Funds	\$10,963,460*	LA CoC	Response to COVID-19	Encumbered by 6/30/20, expended by 6/30/22
COVID-19 Emergency Funds	\$19,335,938*	City of LA	Response to COVID-19	Encumbered by 6/30/20, expended by 6/30/22
COVID-19 Emergency Funds	\$10,567,011*	County	Response to COVID-19	Encumbered by 6/30/20, expended by 6/30/22
HHAP	\$66,271,041*	LA CoC	Rental assistance, shelter, prevention	Obligated by 5/31/23, expended by 6/30/25
HHAP	\$117,562,500*	City of LA	Rental assistance, shelter, prevention	Obligated by 5/31/23, expended by 6/30/25
HHAP	\$64,319,071*	County	Rental assistance, shelter, prevention	Obligated by 5/31/23, expended by 6/30/25
FY 20-21 State Budget Funding	TBD	TBD	TBD	TBD

As referenced above, some of these funding sources are already expended or allocated to other uses within the homeless or affordable housing. Funding sources demarcated with an asterisk (*) may already be obligated to existing programs.

VII. NEXT STEPS AND RAMP-UP

LAHSA, in collaboration with the Recovery Leadership Team, will continue to refine analysis and cost estimates, including working with the CEO in support of the funding and expenditure plan the CEO will submit to the Board of Supervisors as directed in Item No. 4 from the May 12, 2020 agenda.

LOS ANGELES HOMELESS SERVICES AUTHORITY
REPORT BACK IN RESPONSE TO ITEM NO. 4, MAY 12, 2020 AGENDA

Pending the funding recommendations from the CEO and their approval by the Board, the Recovery Leadership Team can commence the recovery plan in the next 30 days with several immediate actions to begin ramping up housing placements, including:

- Initiate lease ups with existing resources, including 500 units that are currently being held through for immediate placements out of Project Roomkey, as well as leasing up available and vacant PSH turnover units that have been identified by Housing Central Command;
- Augment the PATH Lease Up program by immediately authorizing hiring of staff to begin deploying holding fees and landlord engagement strategies on as many units as possible;
- Begin launch of centralized effort to recruit and train additional staff for homeless service provider agencies (including efforts to recruit and train staff with lived expertise of homelessness);
- Create plan and begin buying household move-in kits in bulk;
- Finalize Project Roomkey demobilization schedule and launch “Lease Up” events where participants from hotels that are demobilizing are able to view new units that become available;
- Coordinate transportation infrastructure to bring participants to available units, including determining leasing or leveraging use of County-owned vans.



County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
 500 West Temple Street, Room 713, Los Angeles, California 90012
 (213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
 Chief Executive Officer

July 2, 2020

To: Supervisor Kathryn Barger, Chair
 Supervisor Hilda L. Solis
 Supervisor Mark Ridley-Thomas
 Supervisor Sheila Kuehl
 Supervisor Janice Hahn

From: Sachi A. Hamai
 Chief Executive Officer

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

DEVELOPING A COVID-19 RECOVERY PLAN RELATED TO PEOPLE EXPERIENCING HOMELESSNESS (ITEM NO. 4, AGENDA OF MAY 12, 2020)

On May 12, 2020, the Board of Supervisors (Board) directed the Los Angeles Homeless Services Authority (LAHSA), in collaboration with the Chief Executive Office (CEO), the Department of Health Services, Housing for Health Division and Office of Diversion and Re-entry, and the Departments of Public Health and Mental Health, in coordination with the City of Los Angeles, philanthropy, and other key partners, to develop a Homelessness COVID-19 Recovery Plan. The Board further directed the CEO to identify existing resources, including the CARES Act (H.R. 748) Coronavirus Relief Fund, to support the plan and to report back with a funding plan in 45 days.

COVID-19 RECOVERY PLAN

On June 23, 2020, LAHSA submitted the COVID-19 Recovery Plan based on the framework submitted to the Board by LAHSA on May 27, 2020. The framework focused on five key goals for the recovery plan, as follows:

- 1) No returns from COVID-19 response to the street;
- 2) Rapidly house 15,000 of the most vulnerable people;
- 3) Reduce inflow into homelessness;
- 4) Prepare systems for future crises; and
- 5) Ensure racial equity throughout.

A key component of the Recovery Plan is the re-housing recovery strategy, which proposes to utilize an infusion of one-time resources to launch an initial lease-up period to quickly house the target population. Other components of the Recovery Plan include: 1) a three-year period to facilitate successful exits or transfers to more appropriate programs; and 2) a significant

Each Supervisor
 July 2, 2020
 Page 2

increase of homelessness prevention efforts, including advocacy to strengthen tenant protections to keep people in their homes.

PROJECTED FUNDING NEEDED

LAHSA has projected that the entirety of the COVID-19 Recovery Plan is expected to cost \$806,595,604 over the next three fiscal years; however, this includes some costs that are already funded through the existing homeless services system. LAHSA calculates that, of the total cost, \$609,178,112 represents new costs over the next three years.

FUNDING PLAN TO SUPPORT LAHSA'S COVID-19 RECOVERY PLAN

The attached report highlights the potential County-administered funding resources to support implementation of the Recovery Plan. The plan also includes the three-year cost breakdown for each of the priority sub-populations that comprise the 15,000 people experiencing homelessness identified by LAHSA in the re-housing goal. Funding streams considered include the Emergency Solutions Grant (Federal CARES Act), Coronavirus Relief Funds (Federal CARES Act), Measure H, and Medicaid (Federal Reimbursement).

The CEO will collaborate with LAHSA and the City of Los Angeles to:

- Determine the funding administered by LAHSA and the City of Los Angeles which will be available to support implementation of the Recovery Plan, in conjunction with funding from the County, for all five sub-populations;
- Identify the most appropriate and strategic ways to deploy the various available funding streams, including specific services by population, timeline, and geography; and
- Develop and implement State and federal advocacy strategies to secure: (1) the Medicaid funding identified in the attached funding plan; and (2) additional state and federal funding to fill whatever gaps in funding exist once all locally-available funding for the plan has been identified.

The CEO will submit a status report to the Board by July 31, 2020. If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or by email at pansell@ceo.lacounty.gov.

SAH:FAD:TJM
 PA:JR:LC:tv

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Health Services

Mental Health
 Public Health
 Los Angeles Homeless Services Authority

Report to the Los Angeles County Board of Supervisors

Funding Plan to Support LAHSA's COVID-19 Recovery Plan Related to
People Experiencing Homelessness

Chief Executive Office

July 2, 2020

Development of a COVID-19 Recovery Plan Related to People Experiencing Homelessness

On May 12, 2020, the Board approved a motion (Item #4, May 12, 2020 Agenda) authored by Supervisors Kuehl and Ridley-Thomas directing LAHSA to develop a COVID-19 Recovery Plan for homelessness in collaboration with key stakeholders and partner agencies.

On May 27, 2020, LAHSA submitted a framework to the Board that described the goals and objectives the Recovery Plan would be designed to achieve.

On June 23, 2020, LAHSA submitted a detailed COVID-19 Recovery Plan Related to People Experiencing Homelessness (PEH), proposing a re-housing strategy that would utilize an infusion of one-time funding to launch an aggressive one-year initial lease-up period to quickly house 15,000 COVID-vulnerable and high-acuity PEH. The Recovery Plan also includes housing interventions over a full three-year period (through Fiscal Year 2022-23) to sustain the appropriate level of housing and services for those who continue to need assistance, and facilitate successful program exits for those who no longer need assistance.

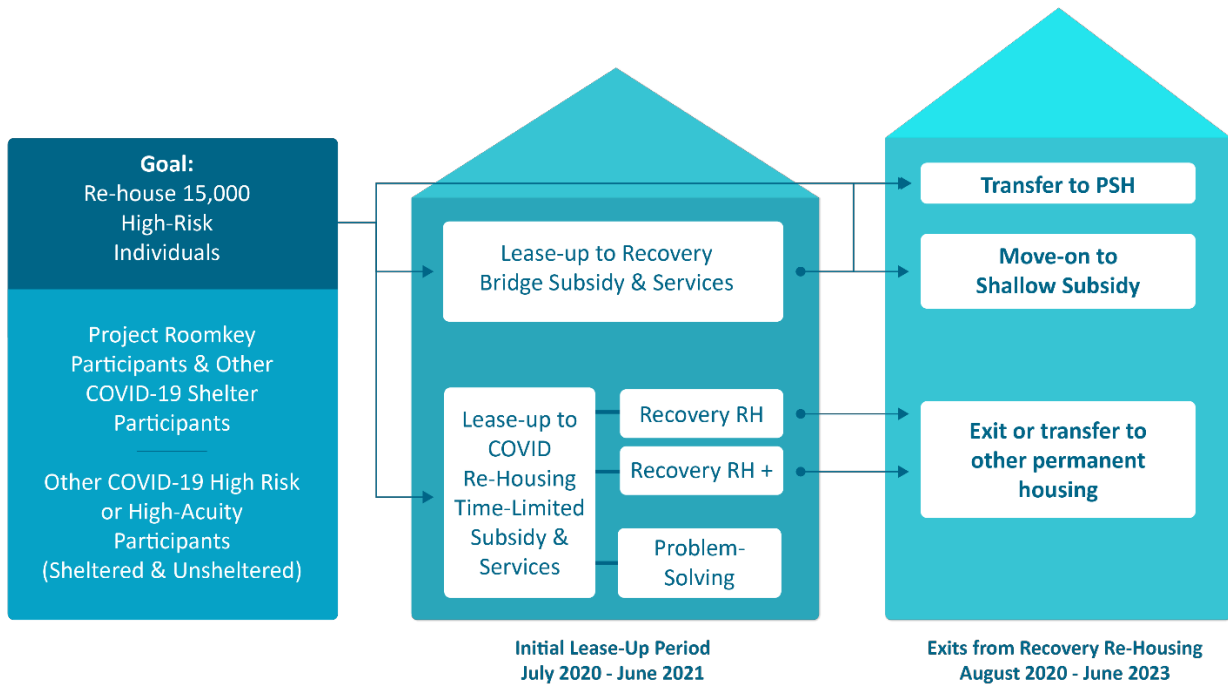
Proposed Recovery Plan Housing Pathways

On page 9 of the COVID-19 PEH Recovery Plan, LAHSA proposes two overarching service pathways to permanent housing for the 15,000 individuals in the target population:

- **Recovery Bridge Subsidy:** This pathway would assist an estimated 47% (7,050) of the target population (those with acuity scores of 12 and above), through a full rental subsidy and case management support that would serve as a bridge to longer-term assistance through a shallow subsidy or Permanent Supportive Housing (PSH). A portion of these participants may be placed directly into PSH when available, rather than being first housed through the bridge subsidy.
- **COVID Re-Housing:** This pathway would provide one-time or time-limited rental assistance and case management support to an estimated 53% (7,950) of the target population (those with scores below 12), with the goal of facilitating successful permanent housing exits without ongoing assistance. A small portion of these participants is anticipated to require ongoing support through a shallow subsidy and others would be connected to additional support as needed, based on continuous assessment.

The figure at the top of the next page is excerpted from LAHSA's Recovery Plan (page 10) and illustrates the flow of 15,000 PEH through various housing pathways based on their COVID-vulnerability and level of acuity.

Re-Housing Recovery Strategy: Service Pathways



Proposed LAHSA Recovery Plan Costs

In LAHSA's June 23, 2020 Recovery Plan, Table 5 (page 21) identifies the **total cost of the Recovery Plan as \$806,595,605**, which includes both existing system resources and net new costs identified by LAHSA.

Table 4 (page 21) in the Recovery Plan provides a high-level breakdown of the **net new costs of \$609,178,112** identified by LAHSA, across the following categories:

- **Project Roomkey (PRK) Ramp-Down Costs**— includes the costs of maintaining PRK residents in hotel/motels through November 2020 while the PRK population gradually transitions to appropriate bridge or permanent housing and services between July and November 2020.
- **Recovery Bridge and Re-housing Costs**— includes the costs of full rental assistance, case management, and continuous assessment to determine the most appropriate long-term intervention to ensure housing stability.
- **Long Term Shallow Subsidy and PSH Costs** — includes both the costs of sustaining housing for those PEH initially housed with a bridge subsidy, as well as those PEH transitioning to PSH with more intensive case management.
- **Prevention Scale Up Costs** — includes the costs of providing problem-solving flexible financial assistance funds, which can be deployed across a range of uses, including but not limited to short-term rental assistance, rental or utility arrears, or car repair.

These total net new costs identified by LAHSA do not include **\$197,417,492 in existing system resources** estimated in LAHSA's Recovery Plan to consist of:

- PSH Costs of \$176,259,775 (funded through PSH turnover slots and new PSH currently in the pipeline which already has committed funding); and
- Prevention Costs of \$21,157,717.

The following table is a condensed version of Table 4 (page 21) in LAHSA's Recovery Plan, which displays only the net new costs identified by LAHSA. (The only difference between the below table and Table 4 in LAHSA's Recovery Plan is that the FY 2020-21 four-quarter breakdown in LAHSA's Table 4 is instead displayed below as two six-month time periods.)

Table A: Recovery Plan Net New Costs Identified By LAHSA

Component	July – December 2020	January – June 2021	FY 21-22	FY 22-23	Three-Year Estimate
Project Roomkey Ramp-Down Costs	\$44,835,000	\$0	\$0	\$0	\$44,835,000
Recovery Bridge and Re-Housing Costs	\$118,167,188	\$165,767,233	\$134,560,310	\$7,697,985	\$426,192,717
Long Term Shallow Subsidy and PSH Costs	\$0	\$5,071,175	\$48,801,615	\$69,017,983	\$122,890,772
Prevention Scale Up	7,629,812	7,629,812	\$0	\$0	\$15,259,623
Total Costs	\$170,632,000	\$178,468,220	\$183,361,925	\$76,715,968	\$609,178,112

Proposed Funding Plan to Support the LAHSA Recovery Plan

Total Funding Needed

Table A, above, summarizes the net new funding needed (as identified by LAHSA) to implement the three-year Recovery Plan to house or rehouse 15,000 COVID-vulnerable and/or high-acuity PEH. This section breaks down the net new costs identified by LAHSA across five unduplicated PEH priority sub-populations.

The following is a brief description of each of the five PEH priority sub-populations that comprise LAHSA's 15,000 Recovery Plan goal:

Priority Populations 1a and 1b: includes current PRK residents, age 65+ (1a) and under age 65 (1b). Costs reflect the PRK costs of gradually transitioning all PRK residents to appropriate bridge or permanent housing and services, as well as the costs of sustaining a decreasing number of PRK residents in hotels/motels through November 2020.

Priority Population 2: includes all remaining residents living in LA City's Recreation and Park congregate shelter sites or non-congregate travel trailers. There are no PEH age 65+ remaining in this population.

Priority Population 3: includes the remaining PEH age 65+ not in PRK, per the June 23, 2020 CEO report, *What It Will Cost to Ensure Housing for Vulnerable Older Adults: Year One Estimates for Los Angeles County's Older Adult Housing Pilot*, submitted in response to the Board's April 14, 2020 Comprehensive Crisis Response motion (item #8).

Priority Population 4: includes non-PRK PEH under age 65 who are COVID-19 vulnerable based on their underlying health condition; including, but not limited to individuals in the PRK queue.

Priority Population 5: includes other high-acuity PEH under age 65.

The following table displays the three-year breakdown of LAHSA's estimated net new costs to house each of the above five PEH priority sub-populations:

Table B: Three-Year Net New Cost Breakdown Across the Five Priority PEH Sub-Populations

Priority Populations	Number of People	FY 2020-21 Estimated Net New Costs	FY 2021-22 Estimated Net New Costs	FY 2022-23 Estimated Net New Costs	Total 3-Year Net New Costs
Project Roomkey					
1a. age 65+	730	\$22,924,231	\$8,174,576	\$3,316,408	\$34,415,215
1b. < age 65	3,270	\$103,850,687	\$37,988,035	\$16,068,594	\$157,907,316
2. RAP/Trailers (all < age 65)	313	\$6,043,850	\$3,743,339	\$616,853	\$10,404,042
3. Remaining age 65+ (not in 1a above)	4,070	\$76,864,712	\$50,898,516	\$20,719,053	\$148,482,281
4. < age 65 (Non-PRK, but PRK-eligible; includes PRK queue)	5,817	\$109,544,423	\$72,097,511	\$28,791,452	\$210,433,386
5. Other < age 65 (High-Acuity)	800	\$14,613,047	\$10,459,594	\$7,203,607	\$32,276,248
Total	15,000	\$319,227,903	\$183,361,571	\$76,715,967	\$593,918,488¹

Proposed County- Administered Funding to Support the Recovery Plan

The following is a brief description of each of four sources of County-administered funding that could be allocated to pay for a portion of the net new costs identified by LAHSA:

Emergency Solutions Grant (ESG) CARES Act (ESG-CV) Funding: The County's ESG-CV allocation is an estimated \$106.59 million and is intended to be used in the unincorporated areas and the 82 cities which do not receive their own ESG allocations. The total ESG-CV allocation to all seven jurisdictions in LA County (the County + six cities) is \$325.64 million. CARES Act ESG funding must be expended by mid-2022.

Coronavirus Relief Funding (CRF): Los Angeles County’s allocation from the federal government is \$1.057 billion and Los Angeles City’s allocation is \$694.4 million. CRF funding must be expended by December 31, 2020.

Measure H: A modest portion of the Measure H Rapid Re-Housing allocation (Strategy B3) for each of the next three fiscal years could be used for the Recovery Plan target population.

Medicaid: Federal Medicaid reimbursement is proposed primarily for Intensive Case Management Services (ICMS), as part of a Demonstration Pilot described in the June 23, 2020 CEO report, *What It Will Cost to Ensure Housing for Vulnerable Older Adults: Year One Estimates for Los Angeles County’s Older Adult Housing Pilot*, submitted in response to the Board’s April 14, 2020 Comprehensive Crisis Response motion (item #8).

Table C, below, includes the proposed allocation from each of the four County-administered funding sources that could be used for the Recovery Plan.

Table C: Funding Administered by Los Angeles County that Could be Allocated for the Recovery Plan

Funding Administered by Los Angeles County	Geographic Areas to Be Served	Expenditure Deadlines	Total Proposed Allocation for Recovery Plan
Emergency Solutions Grant (Federal CARES Act)	Unincorporated Areas and 82 Cities <i>(Excludes the following six cities, which directly receive ESG allocations: Los Angeles, Long Beach, Pomona, Pasadena, Glendale, El Monte)</i>	Mid-2022	\$80.0 million
Coronavirus Relief Funds (Federal CARES Act)	Countywide	December 2020	\$111.0 million
Measure H— Rapid Rehousing (Strategy B3) ²	Countywide	Allocations are fiscal year specific	\$65.0 million comprised of the following: <ul style="list-style-type: none"> • \$15.0 M in FY 2020-21 • \$25.0 M in FY 2021-22 • \$25.0 M in FY 2022-23
Medicaid ³ (Federal Reimbursement)	Countywide	January-December 2021 (Additional years are to be determined)	\$52.6 million (estimated and dependent on State/federal approval)
Total			\$308.6 million

Next Steps

Among the priority populations identified by LAHSA and set forth in Table B, the County's top priorities are:

- Residents in County-contracted Project Roomkey sites (Population 1)
- Individuals age 65+ who are not in Project Roomkey sites (Population 3)

Within the context of these priorities, the CEO will collaborate with LAHSA and the City of Los Angeles to:

- Determine the funding administered by LAHSA and the City of Los Angeles which will be available, in conjunction with funding from the County, to support implementation of the Recovery Plan for all five sub-populations;
- Identify the most appropriate and strategic ways to deploy the various available funding streams, including specific services by population, timeline, and geography; and
- Develop and implement state and federal advocacy strategies to secure: (1) the Medicaid funding identified in this plan; and (2) additional state and federal funding to fill any gaps in funding that may exist once all locally-available funding for the plan has been identified.

The CEO will submit a status report to the Board by July 31, 2020.

¹ This total is not the same as the total in Table A because it does not include the \$15,259,623 in net new Prevention Scale Up costs identified by LAHSA in Table A. These Prevention Scale Up costs are not reflected here because they would fund services targeted to people not included in the 15,000 PEH Recovery Plan target population.

² LAHSA believes that no Measure H funding currently allocated for Rapid Rehousing should count as funding for the Recovery Plan; however, the CEO believes that a modest portion of this funding can be considered as a funding source for the Recovery Plan, given the overlap between the Recovery Plan priority populations and the populations that would otherwise be served through Measure H-funded Rapid Rehousing (Strategy B3). For FY 2020-21, the draft Measure H funding recommendation for Strategy B3 is \$81.15 million; the \$15.0 million identified for the Recovery Plan in FY 20-21 represents 18.5% of this amount.

³ Federal Medicaid reimbursement is proposed as part of a Demonstration Pilot described in the June 23, 2020 CEO report, *What It Will Cost to Ensure Housing for Vulnerable Older Adults: Year One Estimates for Los Angeles County's Older Adult Housing Pilot*, submitted in response to the Board's April 14, 2020 Comprehensive Crisis Response motion (item #8). The proposed one-year \$100.5 million demonstration pilot would house 4,800 PEH age 65+; \$52.6 million (52.3%) of that total is estimated to be eligible for federal Medicaid reimbursement. This federally-reimbursable portion of the total estimated pilot cost would cover the costs of Intensive Case Management Services, as well as some of the PSH, voucher, and shallow subsidy costs built into the pilot.

DATE: August 5, 2020

TO: SGVCOG Homeless Committee

FROM: Marisa Creter, Executive Director

RE: **REGIONAL HOUSING TRUST UPDATE**

RECOMMENDED ACTION

For information only.

BACKGROUND

RHT Board of Directors Special Meeting

On July 22, 2020, the Regional Housing Trust (RHT) Board of Directors held a special meeting. The primary purpose of the meeting was to identify projects to include in its application to the State's Local Housing Trust Fund (LHTF) grant program, for which applications are due on August 3, 2020. The LHTF Program will provide approximately \$57 million in matching funds to housing trust funds for construction loans and/or permanent financial loans for affordable housing rental projects, permanent supportive housing, emergency shelters, transitional housing, affordable homebuyer/homeowner projects, and construction of accessory dwelling units.

Staff received "Initial Project Applications" for five projects. Staff reviewed the project applications in collaboration with Harris & Associates. Each project was reviewed for its feasibility and consistency with the LHTF grant requirements and scoring criteria of the LHTF program. Most notably, the LHTF program requires that at least 30% of all program funds be expended on extremely low-income households (30% of area median income). Based on the review of projects, the following projects are recommended for inclusion in the RHT's LHTF grant application:

- Restore Neighborhoods LA/Genesis LA/Claremont/TriCity Mental Health Permanent Supportive Housing Project (Claremont): 15-unit housing project serving low-income and homeless senior citizens in the City of Claremont. The project will include reserved units for TriCity Mental Health clients. Construction is anticipated to begin in January 2021 with an anticipated occupancy date of the first quarter of 2022. The funding request for this project is \$500,000.
- Vista del Monte Affordable Housing (El Monte): 53-unit affordable housing project including a mixture of one-, two-, and three-bedroom apartments serving families. A portion of these units will be permanent supportive housing units. Construction is anticipated to begin in March 2021, with an expected occupancy date of the fourth quarter of 2022. The funding request for this project is \$500,000.
- West Mission Family Apartments (Pomona): 57-unit affordable housing project includes a mixture of extremely-low, very-low, and low-income units. The project also includes a

REPORT

number of PSH units. As previously discussed by the RHT Board of Directors, the funding request for this project is \$1,350,000.

In total, these projects would provide 125 additional units of affordable housing and permanent supportive housing for the San Gabriel Valley.


The LHTF Program requires that the RHT provide matching funds to those requested from the State. The table below shows these projects, the funding provided by the SGVRHT, and the request from the Local LHTF grant program.

Project Name	City	# of units	SGVRHT Funding	LHTF Funding Request	Total Award
West Mission Family Apartments	Pomona	56	\$675,000	\$675,000	\$1,350,000
Claremont PSH Development	Claremont	15	\$250,000	\$250,000	\$500,000
Vista del Monte Affordable Housing Development	El Monte	54	\$250,000	\$250,000	\$500,000
Total		125	\$1,175,000	\$1,175,000	\$2,350,000

In total, the RHT Board of Directors authorized the Executive Director to issue letters of intent to the three projects, for a total funding amount of \$2,350,000, \$1,175,000 would be matched with a successful application to the LHTF program.

In addition, the Board of Directors adopted loan guidelines and underwriting procedures, by which all project loans would be awarded and administered, approved the RHT Bylaws, and adopted an updated RHT Project Pipeline.

The next meeting of the RHT Board of Directors will be held virtually on Wednesday, August 5, 2020, at 10:00 a.m. The RHT Board will be discussing marketing materials and an approach for the Board of Directors to use in its fundraising efforts moving forward.

Prepared by: 
Brielle Acevedo
Principal Management Analyst

Approved by: 
Marisa Creter
Executive Director

DATE: August 5, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **LIAISON REPORTS**

RECOMMENDED ACTION

For information only.

BACKGROUND

The Homelessness Committee liaisons have provided the following updates:

United Way Everyone In

- Alhambra Inclusionary Housing Ordinance: Alhambra is in the process of passing its first Inclusionary Housing Ordinance. This IHO would create a 15% set-aside of all rental and condo of developments with 10+ units (9% moderate income households and 6% low income households.
- The Villages at Alhambra is the largest housing development in Alhambra history on 38 acres of land and with over 1,000 condos and apartments and over 4,000 parking spaces. We are advocating that this development adopt the same affordable housing requirements as the IHO.
- On Tuesday, July 21, Supervisors Solis, Kuehl, Hahn, and Thomas moved forward to put a measure on the November 2020 ballot that would amend the County's charter to allocate 10% of the General Fund to alternatives to incarceration and housing solutions in low-income communities.
- Everyone In Homeowners Survey: A group investigating creative solutions to homelessness is asking property owners with empty bedrooms if they are willing to rent to individuals and families experiencing homelessness. Participants would be screened and would then go through a matching process. Many have been priced out of their communities and are working hard to increase their income; others are older adults on a fixed income. Your participation in this survey does not enroll you as a host but will help administrators ensure the success of the program when it's launched.
<https://everyoneinla.org/homeowners-survey/?emci=6f1c2c07-fdc6-ea11-9b05-00155d03bda0&emdi=23756a77-94c7-ea11-9b05-00155d03bda0&ceid=6743489>

San Gabriel Valley Homeless Consortium

The SGV Consortium continues to operate as the Regional Homeless Coordinator for SPA 3, working to educate communities about homelessness and solutions, collaborate all community agencies together and advocate to create will to implement more housing and services. We, and our 3,000 stakeholders of non-profits, faith-based entities, businesses, schools and government

entities, welcome the collaboration with the COG to join us in more effectively helping cities to implement their city homeless plans. A few items that the Consortium is working on include:


- Consortium Monthly Meeting on Racism in SGV Housing: The July meeting had 156 registrants to address the issue of Racism in Housing & Homelessness in the SGV. A panel of Thomas Allison (University of La Verne), Robin Hughes (Abode Housing), and Rolando Lumbsden (VOA) discussed the history of racism, current zoning laws that are meant to deter affordable housing and residents of color, and also gave personal examples of racism experienced while looking for housing. The Consortium hopes to continue to advocate for Cities to address their own racist pasts and build a more equitable housing in their future for all SGV residents, that helps to prevent homelessness.
- Regional Coordination: In the midst of the COVID-19 pandemic, the Consortium has continued to collaborate with partners in the homeless delivery system to get the needed information about Project Roomkey and other initiatives, to residents in the SGV. This includes coordinating the monthly Homeless Leadership Committee with County representatives, CES lead agencies, and other key partners and elected to enhance better communication and discuss systems change for those experiencing homelessness. Scott served as emcee for United Way-Everyone In's June 30th Stories from the Frontline event.
- Housing Advocacy: The Consortium has continued to work with United Way's Everyone In Campaign to target specific cities in the SGV, and urge them to adopt an inclusionary zoning ordinance, and further increase affordable housing as part of their housing element and city homeless plan. The Consortium again welcomes any city to utilize the services of the Consortium, in order to more effectively assess and implement their homeless plans.

Union Station Homeless Services

1. SPA 3 Project Room Key Updates
 - a. Demobilization of PRK sites will begin in September 2020 and end in January of 2021, each site has its own end date based on negotiations with the owners.
 - b. 80% of PSH resources are now dedicated to PRK or COVID vulnerable PEH in LA County
 - c. USHS Regional Coordination team will be working with all sites to facilitate dignified exit planning with an aim toward PRK clients exiting back into homelessness with LAHSA & other partner supports.
2. New USHS Partnerships/Contracts
 - a. Landlord Outreach & Incentive Program (COG funded & partner is SGA Marketing firm), coming soon.
 - b. Multi-City Housing Navigator Program (COG funded & will provide RRH slots to clients from participating cities), coming soon.
 - c. United Way "Patient Navigator" Pilot: 2-3 FTE's to be dedicated to providing direct service to prioritized PEH within designated hospitals in SPA 3, to provide better integration of hospitals & CES.
 - d. Multiple agreements with SGV cities to administer Diversion and Prevention programming (pending official award)
3. COVID19 Specific Updates:

REPORT

- a. SPA 3 Wide Multidisciplinary Teams are part of a County-wide “Outreach Testing Strategy”- targeting specific encampments and providing COVID tests on the spot that include follow-up. Our USC Keck Street Medicine team is providing the medical component of this strategy.
- b. Working with County & funders to prepare for significantly decreased Interim Housing capacity in congregate settings (i.e. USHS Adult Center in Pasadena) due to COVID required safety measures.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director