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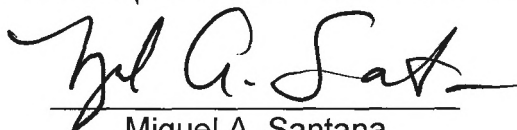
**TRANSMITTAL**

TO Homelessness and Poverty Committee	DATE  11-07-16	COUNCIL FILE NO.  15-1138-S1
FROM Homeless Strategy Committee	COUNCIL DISTRICT All	

At its meeting on November 3, 2016, the Homeless Strategy considered a City Administrative Officer report from the Homeless Coordinator, which provided the Comprehensive Homeless Strategy Quarterly Performance Report for the First Quarter (Q1) of the 2016-17 Fiscal Year. The Committee made the following changes to the report:

1. Retain the following strategies open:
  - 7C – Expand Adaptive Reuse for Homeless Housing;
  - 7R – Expand Access to Flexible Subsidy Programs; and
  - 9D – Centralized Homeless Donation Coordination.
2. Amend Strategy 9D to:
  - Make the City Administrative Officer and the Chief Legislative Analyst the leads on this strategy; and
  - Instruct the CLA and CAO with the assistance of LAHSA to report on options for the City to accept donations for City homeless efforts.
3. The Homeless Coordinator will provide additional information and recommendations for Strategies 7C and 7R in the next quarterly report.

Additional revisions to the report to include adding the County-wide and LA County Continuum of Care Homeless Count numbers, correcting the amount of funding for the Supportive Housing Loan Fund and adding Economic and Workforce Development Department accomplishments. The revised report is hereby transmitted to the Homelessness and Poverty Committee for consideration.



Miguel A. Santana  
City Administrative Officer

**CITY OF LOS ANGELES**  
**INTER-DEPARTMENTAL CORRESPONDENCE**

Date: November 7, 2016

To: Honorable Members of the Homelessness and Poverty Committee

From: Miguel A. Santana, City Administrative Officer



Subject: **Comprehensive Homeless Strategy – Quarterly Performance Report  
Fiscal Year 2016-17 First Quarter**

The attached is the first Comprehensive Homeless Strategy Quarterly Performance Report. Although we are clearly in the beginning phase of a long-term effort, the Report also illustrates the unprecedented focus on homelessness since the Strategy's adoption in February 2016. This focus is evident by the work and coordination among our City Departments and our overall collaboration with the County of Los Angeles. We are also learning valuable lessons as we proceed and are working to address new challenges as we encounter them.

In this early phase, the Strategy focuses on meeting immediate needs and building the infrastructure for long-term success. Project Plans for all 64 strategies are now entered and being tracked in a web-based project management tool to ensure timely and accurate implementation.

While we have faced challenges establishing sites for new homeless facilities this quarter, such as storage facilities, progress has been made on other strategies, such as the procurement process for the 12 city-owned parcels, which will result in a qualified list of developers and disposition recommendations for the sites. We have also identified new and on-going revenue sources, which can potentially provide more than \$2 billion over the next 10 years, with the placement of Proposition HHH on the November 8, 2016 ballot and the completion of the nexus study for an affordable housing linkage fee by the Department of City Planning. These sources are critical given that most of the \$138 million in the FY 2016-17 Homeless Budget consists of one-time funding. In addition, we continue to make progress through our various housing finance and rental assistance programs, in an especially difficult housing market.

In the next Quarterly Performance Report you should expect to see further progress as more strategies begin implementation. The next report will also provide a status of this fiscal year's budget expenditures and outline performance metrics for the Strategy.

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: Novemeber 7, 2016

CAO File No. 0220-05151-0018

Council File No. 15-1138-S1

Council District: All

To: Miguel A. Santana, Chair, Homeless Strategy Committee

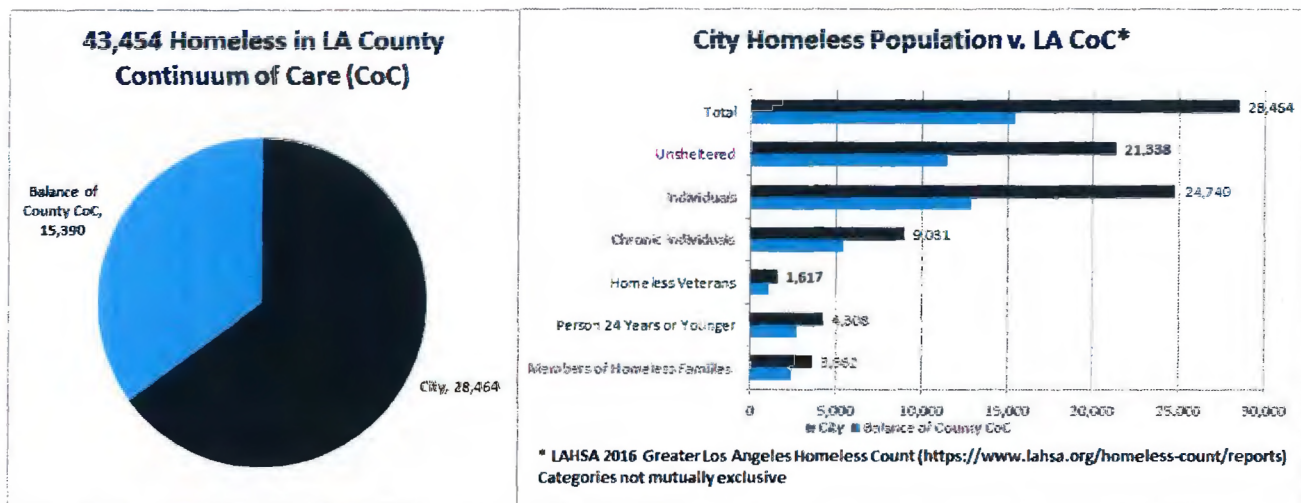
From: Meg Barclay, Homeless Coordinator

Subject: **Comprehensive Homeless Strategy – Quarterly Performance Report  
Fiscal Year 2016-17 First Quarter –Revised by the Homeless Strategy  
Committee on November 3, 2016**

This is the first quarterly performance report on the City's Comprehensive Homeless Strategy (Strategy) for your review and submission to the Homeless Strategy Committee. The report includes an executive summary, which provides context on the Strategy, a description of Strategy coordination efforts and strategy tracking, key accomplishments since Strategy adoption in February 2016, and recommendations for Mayor and Council consideration.

### EXECUTIVE SUMMARY

The scale of homelessness in the City of Los Angeles is startling. There are 46,874 persons experiencing homelessness in the County of Los Angeles. According to the 2016 Greater Los Angeles Homeless Count, there are 43,854 homeless persons in the Los Angeles County Continuum of Care<sup>1</sup>. Of these, almost 65% or 28,464 are in the City of Los Angeles. 9,031 (31%) are chronically homeless, 1,617 (6%) are veterans, 4,308 (15%) are 24 years old or younger and approximately 3,700 (13%) are members of homeless families. 21,338 or 75% of homeless persons in the City are unsheltered. By comparison, at 75,300 the City of New York's homeless population is almost triple the size of the City's, but only 4% is unsheltered.

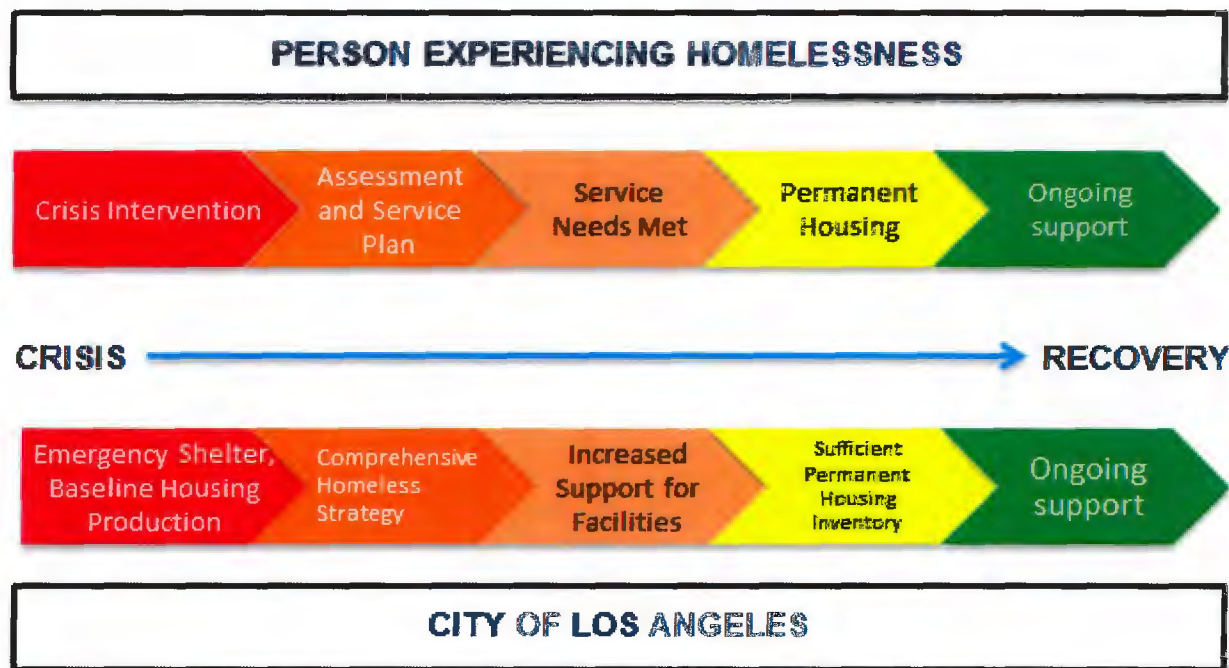


<sup>1</sup> Note: This does not include the Glendale, Long Beach and Pasadena Continuums of Care.



Clearly, much like a person experiencing homelessness, the City is in crisis. For many years we have maintained a “crisis intervention” approach – largely relying on funding emergency shelter beds, with no clear path to long-term recovery. These beds and the approximately 300 units funded annually through the Permanent Supportive Housing Program are not sufficient to provide a solution at the scale the City needs.

A person experiencing homelessness needs immediate action to respond to the crisis they are experiencing, but it cannot stop there. Once the person is out of immediate danger, they require an assessment of the services and permanent housing they need, a plan to meet these needs and ongoing support if they are to remain successfully housed. This is just as true for the City – we need short term crisis intervention and a plan for long term recovery.



In February 2016, the City took a major step to move past “crisis intervention” and toward recovery. In collaboration with the County and private partners, we assessed our needs and created strategies designed to reduce homelessness to functional zero. Functional zero means that at any one time, the monthly inflow of newly homeless persons in Los Angeles will be equal to the monthly available emergency shelter beds and housing capacity.

The City’s Comprehensive Homeless Strategy (Strategy) acknowledges that it will take years and substantial new resources to build sufficient inventory to fill the housing gap for persons experiencing homelessness. The Strategy therefore places priority on facilities to serve the most pressing needs of persons experiencing homelessness, including storage facilities, mobile showers and safe parking locations for persons living in their cars. These “crisis response” efforts are responsible for the bulk of the progress expected in the early



stages of the strategy, in addition to ongoing affordable and permanent supportive housing production.

The County's Homeless Initiative similarly brings increased attention and resources to urgent needs. The County's long term plans appropriately focus on ensuring that County-run services and supports keep people out of homelessness such as prevention services, discharge planning, increasing income, case management and services, creating a coordinated entry system, rental subsidies and affordable housing. The County's Quarterly Performance Reports can be found at <http://priorities.lacounty.gov/documents-community-input-new/>.

It is important to note that we are still in the early phase of Strategy implementation. While work has begun on a number of strategies, much of the effort to date has been focused on setting up processes and deploying new resources for implementation. In the first quarter, we also established a system to track the progress of all 64 strategies in the City's Comprehensive Homeless Strategy, and we continue to collaborate with the County on shared strategies. Of the strategies that have begun implementation, we have had some challenges, particularly, in the "crisis response" strategies, however we have also made progress on others, which are highlighted below.

#### Crisis Response Efforts to Date

The City has focused much of its effort this quarter on "crisis" response strategies, such as increasing storage available to the homeless to address encampments, safe parking, and mobile showers.

Our major challenge to implementation has been the siting of storage facilities in Venice and San Pedro due to community opposition (Strategy 6A). The original site in San Pedro has been withdrawn in response to community concerns and a new site is under consideration. While the Venice site is still being considered, community members have proposed a mobile solution to meet storage needs for the homeless in Venice. Staff is considering this proposal and will report with recommendations. Another site, the former La Opinion building in Council District 9 was deemed infeasible due to the rehabilitation cost.

On the enforcement side, Los Angeles Municipal Code 56.11, approved in April of 2016, regulates any personal property disposed of, left, or stored in public areas. The Department of Public Works, Bureau of Sanitation has also completed its 56.11 encampment protocols. Expanding available storage will allow the City to more widely enforce this Ordinance.

Establishment of a Citywide Safe Parking Program (Strategy 6B) is pending amendment of Los Angeles Municipal Code Section 85.02 (Vehicular Dwelling). The Ninth Circuit court ruled the City's existing Ordinance unconstitutional. Once the City Council approves an amended Ordinance, staff will have clear guidance to recommend the parameters for the program.

#### Building Recovery Infrastructure

The City has made meaningful progress building the infrastructure needed to significantly increase available housing for persons experiencing homelessness.

This quarter, through the City's Housing and Community Development Department (HCID), 326 new affordable housing units were completed. 131 of these are supportive housing units for the homeless. An additional 377 permanent supportive housing units are currently under construction. Also this quarter, HCID provided funding commitments to 488 affordable units of which 255 will be reserved for homeless households (Strategy 7E & 10A).

The California Community Foundation, Conrad N. Hilton Foundation, the Kresge Foundation and the Weingart Foundation have also jointly committed \$20 million to augment the Supportive Housing Loan Fund (Strategy 10C). The loan fund grew from \$30 million to 60 million with this commitment.

In addition to the almost 17,000 rental subsidy vouchers funded for the homeless every year, the Housing Authority of the City of Los Angeles (HACLA) secured an additional 69 units for homeless tenants through the Homeless Incentive Program (Strategy 7H). This new program, funded by LAHSA with City General Funds, pays landlords to hold units for homeless tenants. Once the tenants secure the units, HACLA provides the on-going rental subsidy through a tenant based rental voucher. Since February 2016, 1,688 homeless veterans have been permanently housed through LAHSA's collaboration with the U.S. Department of Veterans Affairs. Additionally, a total of 430 households have been placed in housing through the City-funded Rapid Rehousing for Adults and Veterans program, 214 (66%) of which have been placed in permanent housing as of September 2016 (Strategy 7B). The County is also providing significant assistance, supporting 644 units in the City through its Flexible Housing Subsidy Pool.

The City is assessing its own properties as potential sites for affordable housing and the City Administrative Office (CAO) has recently completed a procurement process to establish a list of qualified developers for City-owned sites (Strategy 7D). The procurement also may result in selection of development strategies for some or all of 12 City-owned parcels identified as Affordable Housing Opportunity Sites.

The Mayor and Council took a bold step this quarter to identify new revenue sources and approved Proposition HHH on the November 8 ballot, which will generate \$1.2 billion in bond proceeds to build up to 10,000 units of permanent supportive housing (Strategy 10D). If the bond wins voter approval, developers will have certainty that the City can provide needed gap financing and they will start acquiring land to develop new permanent supportive housing. The City is coordinating with the County and HACLA to secure funding for services and project-based rental subsidies for units funded with bond proceeds (Strategy 7J).

Additional revenue for supportive and affordable housing development may also be available this fiscal year as the result of a nexus study for a development linkage fee that the Department of City Planning completed in September 2016. If adopted, the new fee could generate between \$90 and \$130 million annually (Strategy 7F).

The County of Los Angeles is also planning to generate new revenue toward ensuring long-term recovery. The County will consider a proposal to place a quarter cent sales tax on the March 2017 ballot. If approved, this measure could generate \$350 million annually for services and supportive housing units.

#### Developing Systems to Ensure Ongoing Support

Systems of ongoing support are in development as well. These supports are needed to prevent homelessness and assist as people move from homelessness to permanent housing; however they also provide continued services to ensure that people remain housed. While the bulk of this work is the focus of the County, a number of City strategies support this effort as well.

LAHSA completed a procurement process for the Coordinated Entry System (CES) for Transition Aged Youth (TAY) and Individuals in August 2016 (Strategies 4A, 7B and 7O). In addition to allocating almost \$20 million to expand crisis and bridge housing beds and rapid rehousing vouchers for these populations, \$4 million in City funds were awarded for regional coordination, coordinated case management, housing navigation and outreach services. The CES faces a number of challenges, especially with the amount of time it takes between when a person is matched with an available unit and when that person moves in. This can be due to documentation requirements or difficulty finding units for tenant based vouchers. LAHSA expects the expanded housing navigation and bridge housing services to reduce this time frame. If Proposition HHH is approved by voters, the additional units generated would lead to faster move-in times. LAHSA also meets regularly with key stakeholders (public housing authorities, permanent supportive housing developers, etc.) to discuss how CES can be improved to ensure that new units are occupied as soon as possible.

The Los Angeles Police Department (LAPD) has made tremendous progress this quarter implementing programs designed to divert persons experiencing homelessness from the criminal justice system (Strategy 3A). Four new Homeless Outreach Partnership Endeavor (HOPE) Teams have been implemented. All HOPE team members and an additional 763 LAPD officers have completed Mental Health Intervention Training. Plans are also in place to more consistently connect homeless arrestees with services at the time of their release from City jails.

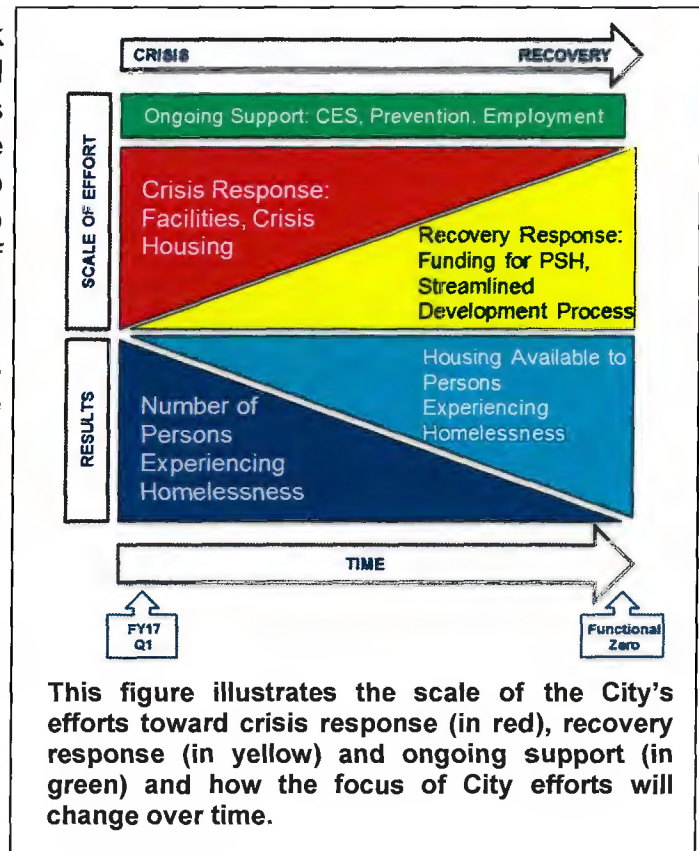
City/County collaboration also continued this quarter with implementation of the City-County-Community (C3) Partnership program on Skid Row, which has assisted 803 people, placed 79 people in interim housing and housed 18 people permanently since it began in early 2016 (Strategy 4A). The program expanded to Venice in October 2016 with a goal of engaging 300 persons experiencing homelessness in the first year, providing services to 150 of them and securing permanent housing for 75.



### Long-Term Implementation

Over time, permanent housing stock available to the homeless will expand and more persons experiencing homelessness will be permanently housed. Likewise, the County's prevention program will come to scale and fewer people will fall into homelessness. As a result, the proportion of City and County effort and resources will shift from crisis to recovery response until the goal of functional zero homelessness is reached. It is also expected that the Strategy will evolve over time. As implementation progresses, the City will learn and adapt and strategies will need to be added, amended or even closed as a result.

In addition to providing a status update, the next Quarterly Performance Report should show additional progress and will present budget expenditures to date and metrics for measuring the Comprehensive Homeless Strategy's performance and impact.



### **STRATEGY COORDINATION AND TRACKING**

To ensure timely and accurate implementation tracking the CAO licensed TeamGantt, a web-based project management tool, and facilitated meetings with the leads of all 64 strategies to begin implementation planning. Strategy leads have since entered a project plan for each strategy into TeamGantt, and they now use this system to report their monthly progress. They also used TeamGantt to provide their first quarterly performance reports.

When the Comprehensive Homeless Strategy was adopted by Council, 24 strategies were designated as priorities. Nine additional strategies, not previously identified as priority were allocated funding in Fiscal Year 2016-17, and are therefore being tracked as priority strategies. Three of these 33 strategies instruct departments to report back on the feasibility of proposed new programs. The priority strategies and status of reports are listed in Tables 1 and 2 below.

Attachment 1 provides a brief narrative summary of the status of each strategy, next steps, lead agency and contact person(s).

**Table 1: Priority Strategies**

Priority Strategy	Lead/Co-Leads
3A Standardize First Responder Training for Homeless	LAPD
3B Develop Encampment Engagement Protocol	LASAN
3C Widen Access to First Responder Teams for Homeless	LAPD, LAFD
3D Expansion of Jail In-Reach	LAPD
4A Strengthen CES Technology, Staffing, and Standardization	LAHSA, Homeless Strategy Committee (HSC)
4B Strengthen Departmental Support for Homeless Case Managers	HSC, LAHSA
4C Strengthen CES Data Sharing and Tracking	HSC, LAHSA
5A Establish Homelessness Coordinator	CAO
6A Co-Locate Homeless Services Within Homeless Storage Facilities	LAHSA
6B Establish Citywide Safe Parking Program	HSC
6C Establish Citywide Mobile Shower and Public Restroom System	LAHSA
6D Identify Public Land for Homeless Facilities	CAO
6F Establish Access to Public Restrooms	Recreation and Parks, LAHSA
7A Shelter System Personnel Need for Bridge Housing Conversion	LAHSA
7B Expand Rapid Re-housing	LAHSA
7D Using Public Land for Affordable and Homeless Housing	CAO
7F Linkage Fee Nexus Study	Planning
7H Facilitate Utilization of Federal Housing Subsidies	HACLA
7O Expanding Emergency Shelter and Improving Access	CAO, CLA, LAHSA
7Q Support House LA Initiative	Planning
8A Analyze Citywide Zoning for Homeless Housing	Planning
9A Employ Homeless Adults by Supporting Social Enterprise	EWDD
9B City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	Personnel, EWDD
9C Employment Development Programs for Homeless Youth	EWDD, LAPD
9G Emergency Shelter for Homeless Individuals with Pets	Animal Services
9H Proposals to Assist Homeless Individuals and Their Pets	Animal Services
9K Women's Homelessness - Domestic Violence	LAHSA, HCID, Domestic Violence Taskforce
9L - Women's Homelessness - Employment	LAHSA, EWDD
10A Full Funding for Affordable Housing Trust Fund for PSH	CAO, CLA
10B Establish the Homeless Services Trust Fund	CAO, CLA
10C Augment Supportive Housing Loan Fund and New Generation Fund	CAO, CLA
10D New Funding Programs and Guidelines	HCID

**Table 2: Priority Strategies Requiring Report Backs**

Priority Strategy	Lead	Report Status
3E Integration with County Health Sobering Centers	LAFD, LAPD, LAHSA	Spring 2017
6E Evaluate Homeless Navigation Centers	LAHSA	Report Expected December 31, 2016

Priority Strategy	Lead	Report Status
7R Expand Access to Flexible Housing Programs	CLA and CAO	The Homeless Coordinator will provide additional information and recommendations in the next quarterly report

## KEY ACCOMPLISHMENTS

This section of the report describes key accomplishments achieved this quarter.

- Proposition HHH has been placed on the November 8 ballot (10A);
- The Department of City Planning completed a Nexus Study for an Affordable Housing Linkage Fee and a draft Ordinance to establish the fee is being considered. Recommendations to amend strategy provided below (7F);
- Philanthropic partners committed \$20 million to augment the City's Supportive Housing Loan Fund (10C);
- 131 supportive housing units funded by HCID came on-line this quarter and HCID made financing commitments for an additional 255 units. 377 City-funded permanent supportive housing units are currently under construction (7E and 10A);
- HACLA began implementing the Homeless Incentive Program to incentivize landlords to hold units for homeless tenants. 69 units were secured for homeless tenants this quarter (7H);
- HACLA and the Housing Authority of the County of Los Angeles have developed a universal application for all of their homeless programs (Strategy7I);
- 214 households were permanently housed through the City-funded Rapid Rehousing for Adults and Veterans program administered by LAHSA (7B);
- LAPD implemented four new HOPE teams and provided Mental Health Intervention Training to 763 officers (3A);
- CAO completed the procurement process to identify a qualified list of developers to build housing on City-owned sites as they are identified (7D);
- LAHSA completed procurement for Coordinated Entry System (CES) services for Individuals and Youth, awarding \$22 million in City General Funds (4A, 7B and 7O);
- The Department of Public Works Bureau of Sanitation (LASAN) completed major public areas/public right-of-way clean-up protocols. Implementation began in April 2016 (3B);
- LAHSA published dashboards presenting program result data for Veterans Homelessness, Rapid Rehousing and Winter Shelter to their website (4C);
- Recreation and Parks increased cleaning frequency in restrooms at 50 parks Citywide with funds allocated in Fiscal Years 2015-16 and 2016-17 (6F);
- The Economic and Workforce Development Department (EWDD) has placed 200 persons experiencing homelessness in subsidized employment through the Los Angeles Regional Initiative for Social Enterprise (LA:RISE; Strategies 9A, 9B, 9C, and 9I);
- Mayor and Council allocated \$138 million for homeless programs in the Fiscal Year 2016-17 budget; and
- Meetings held with leads on all 64 strategies to kick off implementation planning. Strategy status is being tracked in web-based project management system.



**STRATEGIES TO CLOSE OR FOR WHICH NO FURTHER ACTION IS NECESSARY**

The implementation planning process for the Comprehensive Homeless Strategy has identified a number of strategies recommended to be closed or for which no further action is necessary.

These strategies include:

- Establish Homeless Coordinator (Strategy 5A)
  - Completed. The Homeless Coordinator assumed this post on October 3, 2016.
- Establish Homeless Strategy Committee (Strategy 5B)
  - Completed. The Homeless Strategy Committee has been established and meets monthly.
- Centralized Homeless Donation Coordination (Strategy 9D)
  - Amend this strategy to designate the CAO and the Chief Legislative Analyst (CLA) as Strategy leads and instruct the CAO and CLA, with LAHSA's assistance, to report relative to the following options to allow for philanthropy and individuals to make direct donations to City of Los Angeles homeless efforts:
    - Assess whether the United Way could accept donations for City programs specifically; or
    - Establish a mechanism for the City to accept donations directly.

**RECOMMENDATIONS**

That the Homeless Strategy Committee review, approve and process the following recommendations for Mayor and Council consideration:

1. Amend Strategy 7F – Linkage Fee Nexus Study to include the following instructions:
  - a. Upon Council adoption of an Affordable Housing Linkage Fee Ordinance:
    - Instruct the Department of City Planning to report with an estimate of the amount of funding to be collected in the 2016-17 Fiscal Year and provide recommendations for implementation, including metrics to measure program success and impact; and
    - Instruct the Housing and Community Investment Department (HCID) to report with guidelines for expenditure of Linkage Fee income.
2. Relative to Strategy 6A – Co-Locate Homeless Services Within Homeless Storage Facilities and Create New Facilities and Strategy 6D – Identify Public Land for Homeless Facilities:
  - a. Instruct the City Administrative Officer, the Chief Legislative Analyst and the Los Angeles Homeless Services Authority (LAHSA) to close consideration of the proposed storage facilities at 227 Pacific Avenue in San Pedro in Council District 15 and at 224 E. Washington Boulevard in Council District 9.
3. Relative to Strategy 7K – Development of Second Dwelling Unit Pilot Program:
  - a. Correct strategy lead to designate the Department of City Planning as the sole lead on this strategy.
4. Relative to Strategy 9D - Centralized Homeless Donation Coordination:

- a. Amend to designate the CAO and CLA the leads on this strategy, with LAHSA's assistance; and
  - b. Instruct the CAO and CLA, with LAHSA's assistance, to report relative to the following options to allow for philanthropy and individuals to make direct donations to City of Los Angeles homeless efforts:
    - Assess whether the United Way could accept donations for City programs specifically; or
    - Establish a mechanism for the City to accept donations directly.
5. Close the following strategies, inasmuch as they are complete or no further action is required:
- a. 5A - Establish Homeless Coordinator; and
  - b. 5B – Establish Homeless Strategy Committee.

Attachment 1 – Comprehensive Homeless Strategy Status Summary by Strategy

Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Priority/Funded Strategies</b>				
3A Standardize First Responder Training for Homeless	<ul style="list-style-type: none"> <li>● LAPD has established HOPE teams in all four bureaus in Los Angeles city as of October 11, 2016. With their pre-established programs to assist people experiencing homelessness LAPD has been able to work with LAHSA and other City organizations/agencies to create an cross-departmental e-learning program. With a due date of December 31, 2016, this e-learning should be able to shared amongst all law enforcement: Port Police, Parks and Rec, CHP, Santa Monica Police Department, Sheriffs, and LAFD to learn best practices, share data, and these organizations are invited to a HOPE team orientation day.</li> <li>● 14 Senior Lead Officers have received training for the Resources Enhancement Services Enforcement Team (RESET) training by coming to Skid Row and getting first hand experience on engaging homeless individuals.</li> <li>● All HOPE Team members are required to go through 40 hours of HOPE team training and Mental Health Intervention Training.</li> <li>● In addition to all HOPE team members, 763 other officers have received Mental Health Intervention Training.</li> </ul>	<ul style="list-style-type: none"> <li>● Establish cross-departmental and cross organization e-learning regarding engaging homeless individuals.</li> </ul>	LAPD	Todd Chamberlain, Gentle Winter, Monique Contreras
3B Develop Encampment Engagement Protocol	<ul style="list-style-type: none"> <li>● Department of Public Works, Bureau of Sanitation (LASAN) has completed and implemented revisions for LAMC 56.11. It has been approved by the City Attorney and LASAN Executive Branch.</li> <li>● RAP is currently creating protocols for LAMC 63.44 to mirror LAMC 56.11. A of October 6, 2016, a meeting with LASAN and RAP produced an adoption of the LASAN homeless management system for custodian records and to provide outreach by LAHSA</li> <li>● Public right-of-way enforcement teams are being established by LASAN, LAHSA and LAPD under the Mayor's Office HOPE team initiative. Funding from the UB was approved by Council in August 23, 2016.</li> </ul>	<ul style="list-style-type: none"> <li>● RAP to complete the encampment engagement protocol review process.</li> <li>● Implement engagement protocols for RAP</li> <li>● Complete CAO/LAPD budget report on deploying sanitation teams to HOPE teams and other LAPD efforts.</li> </ul>	Department of Public Works, Bureau of Sanitation (LASAN)	Steve Pederson, Jose Garcia
3C Widen Access to First Responder Teams for Homeless	<ul style="list-style-type: none"> <li>● This strategy is in conjunction with CHS Strategy 3A, and cross-departmental training is projected to be in full deployment by 12/31/16.</li> <li>● LAPD and LAFD has been working with LAHSA to create a LAHSA contact card. This contact card will be given to LAHSA ERT Case Managers to enter these individuals into HMIS and CES to find them the appropriate services. It is hoped that this will reduce homeless related non-emergency hospital admittance and jail intake.</li> </ul>	<ul style="list-style-type: none"> <li>● Fire Department is continuing education of its own first responders and is in the process of implementing training.</li> </ul>	LAPD, LAFD	LAPD: Todd Chamberlain, Gentle Winter, Monique Contreras LAFD: Matthew Gatewood, Hani Malki, Alfred Poirier
3D Expansion of Jail In-Reach	<ul style="list-style-type: none"> <li>● Medical services personnel in City jails are now collecting information on homelessness, mental health and veteran status when they examine arrestees.</li> <li>● LAPD is working with the US Department of Veteran Affairs to intercept homeless veterans who are arrested and connect them with VA services.</li> <li>● Homeless service providers are receiving training to be able to place workers in the jails to assess inmates, provide services and prevent arrestees from returning to living on the street upon release.</li> <li>● LAPD and Sheriff's Dept. have been in discussions to better coordinate information when homeless arrestees are transferred from City to County jails.</li> </ul>	<ul style="list-style-type: none"> <li>● LAPD and County Sherriff's Department to develop a protocol for identifying homeless individuals in jail and conveying arrestee information when transferred from City to County jails.</li> </ul>	LAPD	Todd Chamberlain, Gentle Winter, Monique Contreras
3E Integration with County Health Sobering Centers	<ul style="list-style-type: none"> <li>● LAHSA is in the process of converting the Downtown Drop-in Center to a sobering center. LAHSA owns the building.</li> <li>● Once renovated, the center will serve up to 39 people at any one time.</li> <li>● LAHSA has met with DHS to develop a plan for joint solicitation for services/operations of the Sobering Center.</li> <li>● The City allocated \$450,000 for this purpose in the Fiscal year 2016-17 budget.</li> </ul>	<ul style="list-style-type: none"> <li>● Meetings with service providers and architect will continue.</li> <li>● LAHSA will meet with current operator of the Downtown Drop-in Center to plan for the closure of the Center.</li> <li>● Center expected to open in late spring 2017.</li> </ul>	LAHSA	Chris Callandrillo, Kelli Pezelle, Josh Decell



Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Prioritized/Funded Strategies</b>				
4A Strengthen CES Technology, Staffing, and Standardization	<ul style="list-style-type: none"> <li>LAHSA has completed the Request for Proposals process for CES for Individuals and Youth.</li> <li>Recommended awards were approved by the LASHA Commission on August 26 and services began October 1.</li> <li>They also awarded the HMIS contract to a new vendor.</li> <li>Standardized CES language for Families, Individuals, and TAY completed.</li> </ul>	<ul style="list-style-type: none"> <li>New contract start date for new HMIS vendor is set for November 1, 2016.</li> <li>LAHSA working with United Way and Corporation for Supportive Housing to develop core curriculum training modules for homeless service providers across the City.</li> <li>LAHSA has started the matching protocol based on user needs and completed the Housing inventory Form and System. They are coordinating with HMIS training, Systems, and the community to document, review, and finalize materials for the County rollout.</li> </ul>	LAHSA Homeless Strategy Committee	LAHSA: Paul Duncan, Josh Decell CAO: Nick Campbell CLA: Ivania Sobalvarro Mayor: Alisa Orduna
4B Strengthen Departmental Support for Homeless Case Managers	<ul style="list-style-type: none"> <li>The Mayor's Executive Order #16 mandates all City departments/agencies to identify a lead person responsible for homelessness.</li> <li>\$1.5 million was allocated in the Fiscal Year 2016-17 budget to the LA Public Library under this strategy. These funds were designated purchase three new vehicles for one techmobile and two bookmobiles to serve homeless shelters, encampments and low-income housing.</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA to develop a toolkit/planning guide for departments to refer to for guidance interactions with the homeless.</li> <li>LAHSA to send out questionnaire for departments to indicate how they can be best assisted.</li> <li>LAPL will have the specifications for the bookmobiles and techmobile complete by November 30, 2016 and they will work with GSD to have them purchased by December 30, 2016.</li> </ul>	LAHSA Homeless Strategy Committee	LAHSA: Paul Duncan, Kelli Pezzelle CAO: Meg Barclay CLA: Jack Reef Mayor: Alisa Orduna
4C Strengthen CES Data Sharing and Tracking	<ul style="list-style-type: none"> <li>LAHSA continues to develop data dashboards to tell the story of how the LAHSA and the City are responding to the homeless crisis. There are seven different dashboards that respond to different homeless populations and they have varying implementation days, from Summer 2015 to Winter 2017.</li> <li>The Veteran, Winter Shelter and Rapid Rehousing for Adults and Veterans Dashboards have been published</li> </ul>	<ul style="list-style-type: none"> <li>Pending Dashboards: Family CES; LAHSA Outreach; CHS and Homeless Initiative Strategy; and CES.</li> <li>All dashboards are scheduled to be released by February 2017.</li> </ul>	LAHSA Homeless Strategy Committee	LAHSA: Josh Decell CAO: Nick Campbell CLA: Jack Reef Mayor: Alisa Orduna
5A Establish Homelessness Coordinator	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Permanent Homelessness Coordinator assumed the post on October 3rd.</li> </ul>	CAO	Completed
6A Co-Locate Homeless Services Within Homeless Storage Facilities	<ul style="list-style-type: none"> <li>Three Facilities have been in consideration for establishing Homeless storage Facilities.</li> <li>The site in San Pedro has been withdrawn in response to community opposition. An alternate site is being considered.</li> <li>The Venice location was approved by HSC and abatement work has started, led by RAP. This project has encountered community opposition and a mobile storage model has been proposed by the community and is being considered as a part of the storage solution in Venice.</li> <li>The site in Council District 9 has been removed from consideration due to the expense of converting it to a storage facility. The search for a new site is beginning.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a new proposal for a storage facility in Venice, which may or may not include the currently proposed site.</li> <li>Identify a new site in San Pedro.</li> </ul>	LAHSA	Kellie Pezelle
6B Establish Citywide Safe Parking Program	<ul style="list-style-type: none"> <li>The Safe Parking working group is meeting regularly to prepare recommendations for a Citywide Safe Parking Program.</li> <li>The City Council requested the City Attorney to draft a new ordinance that will replace the current LA Municipal Code (LAMC) 85.02.</li> </ul>	<ul style="list-style-type: none"> <li>Further work on this strategy is pending Council approval of an Ordinance to revise LAMC 85.02</li> </ul>	Homeless Strategy Committee	CAO: Jason Killeen CLA: Steve Luu Mayor: Alisa Orduna
6C Establish Citywide Mobile Shower and Public Restroom System	<ul style="list-style-type: none"> <li>LavaMae, the mobile shower company, has started to establish the Los Angeles branch with assistance from LAHSA, but they are reluctant to accept government funding.</li> <li>LavaMae has connected with Department of Public Works Bureau of Sanitation and CD11 to launch operations in November with hope to expand in January.</li> <li>LAHSA is identifying other vendors for this service.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize parameters for identifying additional sites for mobile showers.</li> <li>Determine Service Locations.</li> <li>Submit a proposal for expansion of services using Strategy funding in January.</li> <li>Release a RFP to procure a provider.</li> </ul>	LAHSA	Kellie Pezelle



Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Prioritized/Funded Strategies</b>				
6D Identify Public Land for Homeless Facilities	<ul style="list-style-type: none"> <li>See 6A</li> </ul>	<ul style="list-style-type: none"> <li>See 6A</li> </ul>	CAO	Maria Cardenas
6E Evaluate Homeless Navigation Centers	<ul style="list-style-type: none"> <li>LAHSA is assessing feasibility of Navigation Centers in Los Angeles.</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility report for creating navigation centers in the City will be submitted by December 31, 2016</li> </ul>	LAHSA	Kellie Pezelle
6F Establish Access to Public Restrooms	<ul style="list-style-type: none"> <li>Recreation and Parks (RAP) has increased frequency of restroom cleaning at 50 parks Citywide.</li> <li>Departments report that an Ordinance is needed to expand the hours of restroom operation in City parks.</li> </ul>	<ul style="list-style-type: none"> <li>City Attorney is preparing the necessary ordinance to amend the Administrative Code.</li> <li>Increased cleaning to be expanded to 15 additional parks in November 2016.</li> </ul>	Rec and Parks LAHSA	LAHSA: Kellie Pezelle RAP: Jimmy Kim
7A Shelter System Personnel Need for Bridge Housing Conversion	<ul style="list-style-type: none"> <li>\$6 million for 550 crisis and bridge housing beds for individuals and Transition Age Youth was allocated through LAHSA's Coordinated Entry System RFP for these populations in August 2016.</li> <li>\$4.8 million was also allocated for navigation/coordinated case management/outreach, which will serve approximately 2,200 individuals and 200 youth.</li> </ul>	<ul style="list-style-type: none"> <li>Contracts for these awards will be finalized in late October 2016.</li> <li>LAHSA will report with metrics and performance data for this program in December 2016.</li> </ul>	LAHSA	Monica Gudino, Kelli Pezelle
7B Expand Rapid Re-housing	<ul style="list-style-type: none"> <li>Since the February 2016, 430 households have been placed through the Rapid Rehousing for Adults and Veterans program. 214 (66%) of these were placed in permanent housing.</li> <li>City funds allocated in Fiscal Year 2016-17 for this program were awarded in LAHSA's Coordinated Entry System RFP (See 7A).</li> <li>Contracts for these awards will be finalized in late October 2016.</li> <li>CES SPA Leads submitted plans describing how rapid re-housing would be integrated into the homeless services system in their SPAs.</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA will conduct rapid-re-housing training in December</li> <li>Ongoing trainings will be provided thereafter.</li> <li>Training and performance standards are based on standards developed by HUD, US Inter-agency Council on Homelessness, Veterans Administration and the National Alliance to End Homelessness.</li> <li>LAHSA is also developing a program guide for all LAHSA rapid-rehousing providers.</li> </ul>	LAHSA	Stephen Sotomayor
7D Using Public Land for Affordable and Homeless Housing	<ul style="list-style-type: none"> <li>The CAO released a RFP to solicit qualified developers and development strategies for 12 city-owned parcels at 8 sites.</li> <li>Responses were due on September 15, 2016.</li> <li>Response to the RFP was strong.</li> <li>Results will be presented to the Homeless Strategy Committee and Municipal Facilities Committee in November.</li> <li>Presentation will include recommendations to establish a pre-qualified list of developers for future Affordable Housing Opportunity Sites and recommended development strategies for some or all sites.</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Strategy Committee and Municipal Facilities Committee review and transmittal of recommendations to Council and Mayor for approval.</li> <li>Council and Mayor approval.</li> <li>HCID to negotiate and execute Exclusive Negotiating Agreements for approved development strategies.</li> </ul>	CAO	Jaki Wagner, Blair Miller
7F Linkage Fee Nexus Study	<ul style="list-style-type: none"> <li>The Nexus Study and draft Ordinance were completed in September 2016 and posted to the Department of City Planning's website.</li> <li>DCP Staff hearing was held on October 19, 2016.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning Commission consideration of the draft Ordinance.</li> <li>City Council Consideration.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
7H Facilitate Utilization of Federal Housing Subsidies	<ul style="list-style-type: none"> <li>The Housing Authority of the City of Los Angeles (HACLA) is implementing Property Compliance program for veteran families to make small repairs to housing units so they can pass HACLA Housing Quality Standards for rental assistance.</li> <li>Funding for the damage mitigation fund is being identified.</li> <li>HACLA has implement an Homeless Incentive Program which provides \$1,1000 to landlords to hold units for homeless applicants.</li> </ul>	<ul style="list-style-type: none"> <li>Damage mitigation fund program being developed jointly by HACLA and HACoLA, including a universal claims process for both Housing Authorities</li> <li>Provide metrics for Damage Mitigation Fund.</li> <li>Provide metrics for the Landlord Incentive Program.</li> </ul>	HACLA	Carlos VanNatter, Ryan Mulligan, Serina Cannon



Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Prioritized/Funded Strategies</b>				
7O Expanding Emergency Shelter and Improving Access	<ul style="list-style-type: none"> <li>LAHSA reports that this strategy is addressed through an additional 547 shelter beds available as bridge housing through the Coordinated Entry System Request For Proposals.</li> <li>LAHSA has hired a new Crisis Housing Coordinator, who will start in November 2016.</li> <li>LAHSA is in the process of hiring a new Bridge Housing Coordinator.</li> <li>City Attorney has transmitted an ordinance to maximize the City's use of temporary shelter through the declaration of a shelter crisis. Ordinance is pending Council approval.</li> </ul>	<ul style="list-style-type: none"> <li>Hire Bridge Housing Coordinator.</li> <li>Report on how shelter system can better accommodate mothers with teenage sons seeking shelter in the same facility is outstanding.</li> </ul>	CAO CLA LAHSA	CAO: Jason Killeen CLA: Steve Luu LAHSA: Paul Duncan
7Q Support House LA Initiative	<ul style="list-style-type: none"> <li>See status of Strategies 7D, 7G, 7K, 7L, 7M, 8C.</li> </ul>	<ul style="list-style-type: none"> <li>See Next steps of Strategies 7D, 7G, 7K, 7L, 7M, 8C.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
8A Analyze Citywide Zoning for Homeless Housing	<ul style="list-style-type: none"> <li>Planning has been working on a detailed report on zoning capacity for affordable and homeless housing, that encompasses the report back for this strategy.</li> <li>Additionally, they launched OurLA2040, an effort to update the City's General Plan that is expected to be completed by 2020.</li> <li>Status to update the Density Bonus Unit Ordinance and draft a Permanent Supportive Housing Unit reported under Strategy 7L.</li> </ul>	<ul style="list-style-type: none"> <li>See 7L.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
7R Expand Access to Flexible Housing Programs	<ul style="list-style-type: none"> <li>68% of Flexible Housing program units supported by the County Housing Agency are located in the City of Los Angeles (644 out of 946 countywide).</li> </ul>	<ul style="list-style-type: none"> <li>The Homeless Coordinator will provide additional information and recommendations in the next quarterly report.</li> </ul>	CAO CLA	CAO: Yolanda Chavez CLA: Ivania Sobalvarro
9A Employ Homeless Adults by Supporting Social Enterprise	<ul style="list-style-type: none"> <li>EWDD is implementing four strategies 9A, 9B, 9C, and 9I through their LA:RISE initiative.</li> <li>9A: EWDD is integrating the Workforce Development System with social enterprise employers.</li> <li>9B: EWDD has been working with the Personnel Dept. to implement the Targeted Local Hire Task Force. A program that allows people who have successfully completed the LA:RISE training and other applicants to take an assessment to see if they can apply into a position with Personnel.</li> <li>9C: EWDD has begun the Los Angeles Performance Partnership Pilot (LA P3) which will provide service to disadvantaged youth, including homeless youth.</li> <li>EWDD has identified key barriers that hinder homeless pet owners and are currently working on a way to provide them employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>EWDD will pursue its target of 275 additional recruits through its LA:RISE program before the end of the year.</li> <li>200 homeless individuals have been placed in subsidized employment to date.</li> <li>Personnel to finalize targeted local hire framework to facilitate alternate pathways to City jobs for homeless/formerly homeless is expected to be completed by the end of October.</li> </ul>	EWDD	Jaime Pacheco-Orozco, Donny Brooks
9B City Recruitment, Training and Hiring Process for Homeless/Recently Homeless			EWDD, Personnel	EWDD: Jaime Pacheco-Orozco, Donny Brooks Personnel: William Weeks
9C Employment Development Programs for Homeless Youth			EWDD, LAPD	EWDD: Jaime Pacheco-Orozco, Donny Brooks LAPD: Todd Chamberlain
9I Employment and Life Skills Development for Homeless Pet Owners			EWDD	Jaime Pacheco-Orozco, Donny Brooks



Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Prioritized/Funded Strategies</b>				
9G Emergency Shelter for Homeless Individuals with Pets	<ul style="list-style-type: none"> <li>Animal Services has applied for funding to fulfill the request for tent and alternate housing for homeless pet-owners, but it was not adopted in the Fiscal Year 16-17 budget.</li> </ul>	<ul style="list-style-type: none"> <li>Re-apply for the funding in Fiscal Year 17-18.</li> </ul>	Animal Services	Dana Brown
9H Proposals to Assist Homeless Individuals and Their Pets	<ul style="list-style-type: none"> <li>Pet Services Center in Skid Row opened in September 2016.</li> <li>Department held its first homeless pet owners event in North Hollywood Park in August 2016.</li> <li>Animal Services began accepting low-income self certification affidavits to determine eligibility for free spay neuter voucher program in July 2016.</li> </ul>	<ul style="list-style-type: none"> <li>The Department will prepare a budget package for submission in the Fiscal Year 17-18 City budget process to request funds to cover the cost of the areas of the strategy requiring financial assistance.</li> <li>The Board of Animal Services Commissioners will hear a proposal to change the policy of obtaining licenses and microchips on October 11th.</li> </ul>	Animal Services	Dana Brown
9K Women's Homelessness - Domestic Violence	<ul style="list-style-type: none"> <li>LAHSA reported on the amount of funding necessary to keep all City Domestic Violence beds open through Fiscal Year 2016-17.</li> <li>LAHSA reports that 4% of individuals (all genders) report domestic violence as cause of their homelessness.</li> <li>LAHSA is currently working on the Women's Housing Gap Analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Women's Housing Gap Analysis to be completed in June 2017.</li> </ul>	LAHSA HCID DV Task Force	LAHSA: Clementina Verjan DV Task Force: Dadine Shimoji HCID: Darryl Booker
9L - Women's Homelessness - Employment	<ul style="list-style-type: none"> <li>LAHSA and EWDD has collaborated on this strategy on provided an update to HSC 9/29/2016.</li> <li>LAHSA and EWDD met in May 2016 to discuss sources and appropriate data to develop this report back.</li> <li>EWDD is researching the employment barriers and opportunities for service for women experiencing or at-risk of homeless.</li> </ul>	<ul style="list-style-type: none"> <li>EWDD to develop employment data that is specific women that is experiencing homelessness. Then they will research ways to address this issue in the report back.</li> <li>LAHSA to meet with all collaborating agencies to solicit feedback on the current information and get some additions.</li> </ul>	LAHSA EWDD	LAHSA: Jeannette Robins EWDD: Jaime Pacheco-Orozco, Donny Brooks
10A Full Funding for Affordable Housing Trust Fund for PSH	<ul style="list-style-type: none"> <li>Proposition HHH is on the November 8 ballot. If approved, it will authorize the City to issue up to \$1.2 billion in General Obligation Bonds to finance supportive housing.</li> </ul>	<ul style="list-style-type: none"> <li>Pending election results.</li> </ul>	CAO CLA	CAO: Nick Campbell CLA: Dora Huerta, John Wickham
10B Establish the Homeless Services Trust Fund	<ul style="list-style-type: none"> <li>The City continues to work to identify funds for services.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	CAO CLA	CAO: Nick Campbell CLA: Dora Huerta, John Wickham
10C Augment Supportive Housing Loan Fund	<ul style="list-style-type: none"> <li>Philanthropic partners committed \$20 million to augment the Supportive Housing Loan Fund, increasing the fund to \$65 million.</li> </ul>		CAO CLA	CAO: Nick Campbell CLA: Dora Huerta, John Wickham
10D New Funding Programs and Guidelines	<ul style="list-style-type: none"> <li>Proposition HHH is on the November 8 ballot. If approved, it will authorize the City to issue up to \$1.2 billion in General Obligation Bonds to finance supportive housing.</li> </ul>	<ul style="list-style-type: none"> <li>Pending election results.</li> </ul>	CLA CAO	

Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Non-Prioritized Strategies</b>				
4D Discharge Data Tracking System and Planning Guidelines	<ul style="list-style-type: none"> <li>LAHSA has combined their efforts for this strategy with the County Strategy E12.</li> <li>They have met once before and they will meet again to discuss County discharge data that may be available to support City strategy 4D.</li> </ul>	<ul style="list-style-type: none"> <li>Identify data available from City Departments to support this effort.</li> </ul>	LAHSA	Stephen Sotomayor, Josh Decell
4E Supportive Services Standards for Subsidized Housing	<ul style="list-style-type: none"> <li>HACLA is reviewing quality standards and meeting with stakeholders to get input.</li> </ul>	<ul style="list-style-type: none"> <li>The next meeting is scheduled for November 15, 2016.</li> </ul>	HACLA	Carlos VanNatter, Ryan Mulligan, Serina Cannon
4F Integration and Strengthening of Family and TAY CES	<ul style="list-style-type: none"> <li>LAHSA and Home For Good meet bi-weekly to further align the Families and Transition Aged Youth (TAY) CES.</li> <li>They have been able to establish training and forums systems and aligned core elements within the systems.</li> <li>Common triage tools are now being used across the systems.</li> <li>LAHSA has completed the Request for Proposals process for CES for Individuals and Youth. Awards were approved the LASHA Commission on August 26 and services began October 1.</li> </ul>	<ul style="list-style-type: none"> <li>Target implementation date: July 1, 2017</li> <li>Development of an enhanced HMIS data platform and a full report of the feasibility of the One CES Survey tool.</li> <li>Implement common matching across all CES systems.</li> <li>Create additional CES training.</li> <li>Release the RFP for CES for Families in late 2016.</li> </ul>	LAHSA	Paul Duncan, Kelli Pezelle
5B Establish Homeless Strategy Committee	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	CAO	Completed
5C Establish Regional Intergovernmental Cooperation	<ul style="list-style-type: none"> <li>The Strategy Team has identified various agencies and informal working groups where City elected officials and staff interact with elected officials and staff from other jurisdictions on homeless issues.</li> <li>The Strategy Team is working to identify key issues that be relevant for intergovernmental discussions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify key staff and meeting schedules for other governmental organizations, agencies, and working groups working on homelessness.</li> <li>Present findings and recommendations to the Homeless Strategy Committee.</li> </ul>	Mayor Council	Mayor: Alisa Orduna CLA (for Council): John Wickham
5D Evaluate LAHSA JPA & Composition of Commission	<ul style="list-style-type: none"> <li>Staff recommend that work on this strategy be placed on hold for now.</li> <li>Recommendations regarding the LAHSA Joint Powers Authority Agreement and Composition of the LAHSA Commission may arise as the Strategy is further implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Pending.</li> </ul>	Homeless Strategy Committee	CAO: Yolanda Chavez CLA: Ivania Sobalvarro Mayor: Alisa Orduna
5E Create Regional Homelessness Advisory Council	<ul style="list-style-type: none"> <li>LAHSA Commission approved the creation of the Regional Homeless Advisory Council (RHAC) and directed LAHSA staff to provide administrative assistance to the RHAC and the LA Continuum of Care Board.</li> <li>LAHSA conducted Quarterly meetings with each SPA to inform the LA CoC Membership about the RHAC and LA CoC Board.</li> <li>LAHSA has started the election process for provider/SPA representation to the RHAC.</li> </ul>	<ul style="list-style-type: none"> <li>First meeting of the RHAC is scheduled to take place by February 2017.</li> </ul>	LAHSA	Stephen Sotomayor
5F Coordinate Homeless Support with LAUSD	<ul style="list-style-type: none"> <li>CAO, CLA, LAUSD, and the City's Family Source Center have been collaborating to fulfill this strategy. CAO and CLA have identified a potential grant opportunity to help LAUSD serve homeless students and families.</li> <li>There is currently a conflict between the definition of "homelessness" with LAUSD because they do not use the same definition administered by HUD. To address this LAUSD would like to hold training sessions with City Departments.</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up meetings with LAUSD.</li> </ul>	CAO CLA	CAO: Trina Unzicker CLA: Jack Reef, John Wickham
7C Expand Adaptive Re-use for Homeless Housing	<ul style="list-style-type: none"> <li>There are no restrictions on adaptive reuse for homeless housing.</li> </ul>	<ul style="list-style-type: none"> <li>The Homeless Coordinator will provide additional information and recommendations in the next quarterly report.</li> </ul>	HCID	Abigail Marquez, Darryl Booker
7E Annualize Joint Affordable and Homeless Housing Reports	<ul style="list-style-type: none"> <li>Draft report provided by LAHSA and HCID.</li> <li>HCID Housing Production in the First Quarter of FY16-17: <ul style="list-style-type: none"> <li>- 326 new affordable units opened, 131 of which are supportive housing for homeless.</li> <li>- 377 supportive housing units under construction.</li> <li>- Funding commitments made to 488 affordable units, 255 of which are supportive housing for homeless households.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Homeless Coordinator will facilitate meetings with LAHSA, HCID and other collaborating departments (HACLA, Department of City Planning, Department of Aging to review draft and transmit final report.</li> </ul>	HSC LAHSA	CAO: Meg Barclay CLA: Dora Huerta Mayor: Alisa Orduna LAHSA: Juhyun Sakota



Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Non-Prioritized Strategies</b>				
7G Implement Existing and Recommend New CEQA Zoning Reforms	<ul style="list-style-type: none"> <li>Planning has been awarded a grant from the Southern California Association of Governments (SCAG) and Strategic Growth Council for work to alleviate constraints of utilizing CEQA incentives and streamlining provisions for affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>Planning expects to receive the final work products requested as part of the SCAG grant from the consultant by the end of 2016.</li> <li>DCP expects the Strategic Growth Council Grant to be complete in December 2017.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
7I Regional Coordination of LA City and County Housing Authorities	<ul style="list-style-type: none"> <li>Kick-off meeting of regional Public Housing Authorities, LAHSA and representatives of the local office of the U.S. Department of Housing and Urban Development was held on May 24, 2016.</li> <li>HACLA and HACoLA shared current practices with regional PHAs and discuss project basing Section 8 vouchers to expand the supply of Permanent Supportive Housing.</li> <li>HACLA and HACoLA have developed a universal application.</li> <li>Interagency meetings have been established to discuss HUD-VASH and Shelter Plus Care.</li> </ul>	<ul style="list-style-type: none"> <li>Align policies across other Public Housing Authority partners.</li> <li>Develop interagency agreements with Pasadena and Glendale Public Housing Authorities.</li> </ul>	HACLA	Carlos VanNatter, Ryan Mulligan, Serina Cannon
7J Housing Choice Vouchers for Permanent Supportive Housing	<ul style="list-style-type: none"> <li>HACLA provides up to 17,000 rental vouchers for the homeless annually.</li> <li>HACLA, HCGG and the County are negotiating an MOU to commit Section 8 vouchers available for City-funded Permanent Supportive Housing units.</li> <li>HACLA has also committed 500 project based vouchers to its motel conversion project for homeless veterans, to quickly expand the number of permanent supportive housing units.</li> <li>HACLA partnering with the State department of Health Care services (DHCS) to provide a total of 200 project based vouchers for one project serving non-elderly disabled tenants and one for seniors leaving nursing homes at risk of becoming homeless.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize permanent supporting housing MOU with the HCID and the County.</li> </ul>	HACLA	Carlos VanNatter, Ryan Mulligan, Serina Cannon
7K Development of Second Dwelling Units Pilot Program	<ul style="list-style-type: none"> <li>Department of City Planning is preparing a permanent City second dwelling unit ordinance, consistent with new State laws that go into effect on January 1, 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation and approval of City permanent second dwelling unit ordinance.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
7L Establish Planning and Zoning Policy on Homeless Micro Units	<ul style="list-style-type: none"> <li>Department of City Planning reports that barriers to micro units will be addressed in two ordinances currently in development: the Density Bonus Update (DBU) ordinance and the Permanent Supportive Housing Ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>Department of City Planning is identifying a consultant to conduct Environmental Impact Reports (EIRs) for the DBU ordinance and the Permanent Supportive Housing Ordinance.</li> <li>The EIRs and Ordinances are expected to be completed in Summer of 2017.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
7M Reform Site Plan Review Ordinance for Homeless Housing	<ul style="list-style-type: none"> <li>Department of City Planning reports that the forthcoming Permanent Supportive Housing Ordinance will address this strategy by modifying the Site Plan Review (SPR) threshold for Permanent supportive housing projects.</li> </ul>	<ul style="list-style-type: none"> <li>Permanent Supportive Housing Ordinance and accompanying Environmental Impact Report will be complete in summer of 2017.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
7N Evaluate Youth Housing Needs	<ul style="list-style-type: none"> <li>LAHSA has been offered technical assistance from HUD to design and plan for the housing gap analysis for homeless youth.</li> <li>LAHSA indicates that this analysis is particularly challenging given the lack of research on effective age-appropriate housing interventions for youth.</li> <li>LAHSA reports that implementation of the CES for youth will provide additional insight into the housing needs of youth.</li> </ul>	<ul style="list-style-type: none"> <li>Review initial analysis and refine.</li> <li>Implement CES for youth.</li> </ul>	LAHSA HCID HACLA	LAHSA: Josh Decell HCID: Abigail Marquez, Ed Gipson HACLA: Carlos VanNatter, Ryan Mulligan, Serina Cannon
7P Study Shared Housing Programs	<ul style="list-style-type: none"> <li>HACLA has proposed to add a shared housing option to their Section 8 Administrative Plan.</li> <li>LAHSA considering matching software to make using a shared housing option more feasible and effective.</li> <li>LAHSA has received two proposals for creating shared housing pilot programs from SSG and LA Family Housing</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA will hire a consultant to further study best practices in shared housing.</li> <li>Study and report on shared housing will be completed May 1, 2017.</li> <li>LAHSA to award two shared housing pilot projects.</li> </ul>	LAHSA	Paul Duncan, Kelli Pezelle

Strategy	Status Q1 Quarterly Performance Report	Next Steps	Leads	Lead Agency Contact
<b>Non-Prioritized Strategies</b>				
7S Preservation of Affordability Covenants	<ul style="list-style-type: none"> <li>HCID reports that outreach has been conducted to tenants and owners of buildings with existing affordability covenants.</li> </ul>	<ul style="list-style-type: none"> <li>Work with owners interested in extending affordability covenants.</li> <li>Next report on this effort will be transmitted by December 31, 2016.</li> </ul>	HCID	Abigail Marquez, Ed Gipson, Franklin Campos
7T Homeless Prevention and Diversion Programs	<ul style="list-style-type: none"> <li>Existing data to identify causes of individuals' homelessness has been identified.</li> </ul>	<ul style="list-style-type: none"> <li>Based on data identified, LAHSA to report on where prevention efforts are most needed.</li> <li>Target implementation date: June 2017.</li> </ul>	LAHSA LAPD HACLA	LAHSA: Jessica Reed LAPD: Todd Chamberlain HACLA: Carlos VanNatter, Ryan Mulligan, Serina Cannon
8B Review TFAR, GDHIA, and Density Bonus for Homeless Housing	<ul style="list-style-type: none"> <li>Planning is currently engaged in a comprehensive review of the "competition" between Transfer of Floor Areas Rights (TFAR) and the Greater Downtown Housing Incentive Area (GDHIA) Ordinances as part of the DTLA 2040 community planning process that will create a customized downtown Unified Development Code.</li> <li>Any changes to these two ordinances would be presented concurrently with the new downtown community plans.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the DTLA2040 community planning process.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
8C Revise Parking and Trip Credit Guidelines for Homeless Housing	<ul style="list-style-type: none"> <li>DCP is in the process of surveying trip generation and parking utilization in a range of affordable housing typologies, including Permanent Supportive Housing.</li> <li>The Permanent Supportive Housing Ordinance in the process of being drafted.</li> </ul>	<ul style="list-style-type: none"> <li>Additional survey of traffic count and parking utilization to be conducted in the fall and completion is expected November 23, 2016</li> <li>The draft ordinance is expected to be release in the fall after input from the Permanent Supportive Housing working group. The Ordinance is expected to be completed in Summer 2017.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
8D Reestablish Mello Act Guide	<ul style="list-style-type: none"> <li>DCP is collaborating with the City Attorney, HCIDLA, and CD11 on a Settlement Agreement concerning the City's implementation of the Mello Act.</li> <li>A working draft ordinance is being prepared for further discussion.</li> </ul>	<ul style="list-style-type: none"> <li>Continue work to prepare draft Ordinance.</li> </ul>	Planning	Matt Glesne, Claire Bowin, William Hsu
9D Centralized Homeless Donation Coordination	<ul style="list-style-type: none"> <li>The United Way and LAHSA have jointly concluded that as written this strategy duplicates a program already implemented by United Way.</li> </ul>	<ul style="list-style-type: none"> <li>Amend to make the CAO and CLA the leads on this strategy; and</li> <li>Instruct the CLA and CAO with the assistance of LAHSA to report on options for the City to accept donations for City homeless efforts.</li> </ul>	LAHSA	LAHSA: Shannan VerGow
9E Homeless Prevention for Former Foster Care Youth	<ul style="list-style-type: none"> <li>EWDD has begun the implementation of the Los Angeles Performance Partnership Pilot (LA P3). This pilot hopes to connect City, County, LAUSD, and Community Colleges to provide multi layered services to youth ages 16-24 who are homeless, high school dropout, active in the probation system, active/disconnected from the foster care system, or out-of-school or out of work.</li> <li>LAHSA has combined their efforts for this strategy with the County strategy A4.</li> </ul>	<ul style="list-style-type: none"> <li>Report of feasibility of City/County partnership and homeless liaison.</li> <li>Continue to monitor County Strategy A4</li> <li>Continue to flesh out recommendations for where City funding would be most impactful.</li> </ul>	Homeless Strategy Committee LAHSA EWDD	CAO: Meg Barclay CLA: Dora Huerta Mayor: Alisa Orduna LAHSA: Jessica Reed EWDD: Jaime Pacheco-Orozco
9F Expand Homeless Youth Services	<ul style="list-style-type: none"> <li>LAHSA will be applying for the Federal Youth NOFA for homeless youth housing and services.</li> <li>LAHSA has combined City strategy 9E and County strategy A4.</li> <li>As of September 4, 2016 Youth CES has expanded to all 8 SPA's.</li> </ul>	<ul style="list-style-type: none"> <li>Reports on feasibility of expanding services targeted to homeless youth and youth at risk will be completed in June 2017.</li> <li>Report on feasibility of partnering with schools of social work to provide case management services to homeless youth will be completed in June 2017.</li> <li>Report on partnering with community colleges to help identify Transition Aged Youth (TAY) and identify additional housing and services targeting TAY populations to be completed June 2017.</li> </ul>	LAHSA	Jessica Reed



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<b>Non-Prioritized Strategies</b>				
9J Social Impact Financing/ Pay for Success	<ul style="list-style-type: none"> <li>EWDD has met with the Corporation for Supportive Housing on 7/14/16 and determined that a program similar to Los Angeles County's is currently not feasible due to financial liabilities and its potential impact on the City's General Fund. A portion of the EWDD LA:RISE program entails a pay-for-success participant design model that affords the opportunity for clients to receive personal financial incentives to recognize employment milestones and encourage program participation.</li> </ul>	<ul style="list-style-type: none"> <li>EWDD will work with LAHSA to prepare a report back to Council that provides an update on the LA:RISE program which provides financial incentives to program participants.</li> </ul>	EWDD	Jaime Pacheco-Orozco, Donny Brooks
10E CAO and CLA Report on Desired Strategies	<ul style="list-style-type: none"> <li>CAO and CLA will track strategies' progress and performance.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	CAO CLA	CAO: Nick Campbell CLA: Jack Reef, Ivania Sobalvarro