



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT  
Chief Executive Officer

April 11, 2022

To: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

HOLLY J. MITCHELL  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## **REPORT BACK ON THE REEVALUATION OF 47 BOARD APPROVED HOMELESS STRATEGIES (ITEM NO. 43-C, AGENDA OF APRIL 20, 2021)**

On April 20, 2021, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO), in consultation with the appropriate County departments, the Los Angeles Homeless Services Authority, representatives from the various Councils of Governments (COGs), and key homeless stakeholders to (1) report back with an assessment of the 47 homeless strategies with recommendations to improve or modify existing strategies to address our ever-changing homeless crisis; (2) include recommendations to distribute homeless resources in Los Angeles County in a racially sensitive and equitable way; and (3) include recommendations to increase cities' participation in each strategy and strengthen opportunities for cities to augment Los Angeles County's investment in interim and permanent housing solutions within their city boundaries for residents experiencing homelessness.

On October 25, 2021, the Chief Executive Office – Homeless Initiative (CEO-HI) provided an interim report back on the directives above, describing steps completed to develop recommendations and gather community input, and the process to arrive at final recommendations.

This serves as the final report back for this motion. This memorandum provides a brief summary of the outcomes of the reassessment process and makes recommendations for the next steps. The Attachment, *Reassessing the Homeless Initiative Strategies: A New Framework to End Homelessness in Los Angeles County*, provides an analysis of the current HI framework and recommendations for a new framework, drawing on findings from reports, evaluations, performance data, and community and stakeholder input.

## **Process**

To respond to the Board's directives, CEO-HI developed a three-phased process to ensure that recommendations to improve or modify the strategies would carefully consider existing reports, performance data, evaluations, and research and allow for extensive community input.

For **Phase 1**, CEO-HI worked with Clutch Consulting (Clutch), a firm with extensive expertise on homeless service systems in general and Los Angeles County's system in particular, to analyze the existing set of 51 HI strategies (the original 47 strategies, plus four additional strategies approved after Measure H passed), available performance data, evaluations, research, community feedback, policy summit notes, Coordinated Entry System refinement reports, Ad hoc committee reports/updates, city homeless plans, and COG/city reports. After completing this review in close consultation with the CEO-HI, Clutch developed a proposed new framework and recommendations.

For **Phase 2**, CEO-HI contracted with Ever Excel Consulting to facilitate 14 community input sessions to gather feedback from key stakeholders on the draft recommendations. CEO-HI also created a dedicated webpage for the strategy reassessment process, released the draft framework online prior to the community input sessions, and provided an opportunity for the public to submit written comments on the framework through an online form.

For **Phase 3**, CEO-HI and Clutch carefully analyzed the findings of the assessment conducted in Phase 1 and the community input gathered through Phase 2. Based on this analysis, CEO-HI revised and refined the recommendations presented to the public as a part of Phase 1. The resulting recommendations and new HI framework are presented in the attached report.

## **Key Findings**

- While current HI strategies are effectively serving many people experiencing and at risk of homelessness, the number of people experiencing homelessness has continued to grow. Since the implementation of Measure H in July 2017, more than 78,000 people have been served in interim housing, more than 100,000 have been placed in permanent housing, and about 20,000 have been prevented from becoming homeless.
- Measure H has accounted for a significant portion of these outcomes, fueling overall system performance. Yet, the 2020 Point-in-Time Homeless Count (the most recent available), showed a nearly 13 percent increase in people experiencing homelessness Countywide.
- A key driver of the increase in the homeless census is the growing number of "persistently underserved" people experiencing homelessness – people who struggle to exit unsheltered homelessness and interim housing and remain in the system for a prolonged period of time.

- With too few options for exits to permanent housing, the system does not “flow” as it ought to, and as a result, fewer people can be served at every juncture in the system.
- Ongoing systemic racism exacerbates the homeless services system’s challenges with facilitating transitions out of homelessness and serving the most vulnerable.

## **Proposed Framework**

The new framework focuses on three key partners – (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, five categories of action are defined: Coordinate, Prevent, Connect, House, and Stabilize. In the **Rehousing System**, the strategies emphasize the efforts within our current system that have been identified through the process outlined above as most impactful. Permanent housing, as identified by researchers and community members alike, is centered as the most critical strategy.

In **Mainstream Government Systems**, the emphasis of the strategies is to establish a true no wrong door approach that advances equity, prioritizes at-risk households, and effectively prevents homelessness, especially first-time homelessness. All County mainstream systems should be trained to serve people experiencing homelessness, including through problem solving (an effort that is already underway); develop or enhance their capacity to respond quickly and effectively to people experiencing a housing crisis or know how to refer appropriately; and be accountable for their role in addressing the County’s homelessness crisis.

Finally, in the set of strategies aiming to increase **Participation of Cities**, the emphasis of the strategies is on creating opportunities for co-investment that lead to an increase in cities’ ability to respond at a local level to community members’ greatest concerns while leveraging cities’ unique capabilities to increase access to housing. These strategies build on recent efforts to provide funding and support to cities that are interested in expanding the supply of permanent and interim housing.

## **Next Steps**

To move toward implementing the recommendations in the attached report, CEO-HI recommends that the Board take the following steps:

- For the Fiscal Year 2023-24 HI Funding Recommendations Process, direct CEO-HI to develop recommendations to allocate funding to the streamlined set of strategies within the new framework for the rehousing system, as defined in the Attachment.
- For the Fiscal Year 2022-23 HI Funding Recommendations Process, direct CEO-HI to begin implementing the streamlined set of strategies for the rehousing system, as defined in the Attachment, by consolidating and simplifying strategies where feasible with the goal of maximizing administrative efficiency and providing flexibility to meet the unique needs

of people experiencing homelessness and the communities in which they reside. Given the Fiscal Year 2022-23 budget process is underway this recommendation will need to be implemented in a way that does not disrupt the delivery of services to people experiencing homelessness.

- Direct CEO-HI to lead a collaborative process with County departments responsible for administering mainstream safety net systems to identify how best to implement the activities defined in the Attachment, which will enable them to scale their efforts to prevent and address homelessness. As a part of this process, establish clear accountability mechanisms between County departments and CEO-HI.
- Direct the CEO-HI to identify funding and resources to expedite implementation of the racial equity plan under development by HI and the Chief Executive Office's Anti-Racism, Diversity, and Inclusion (ARDI) Office and to apply a racial equity lens to all its activities.
- Direct the CEO to increase co-investment opportunities for cities and COGs and enlist city engagement in expanding the supply of interim and permanent housing. Establish mechanisms for ongoing regional engagement with cities and COGs to support the implementation of co-investment opportunities and partnership on addressing local needs.

If you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

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JR:EBI:ns

#### Attachment

c:	Executive Office, Board of Supervisors	Mental Health
	County Counsel	Military and Veterans Affairs
	Sheriff	Parks and Recreation
	District Attorney	Probation
	Alternate Public Defender	Public Defender
	Animal Care and Control	Public Health
	Arts and Culture	Public Social Services
	Beaches and Harbors	Public Works
	Child Support Services	Regional Planning
	Children and Family Services	Registrar-Recorder/County Clerk
	Consumer and Business Affairs	Superior Court
	Fire	Workforce Development, Aging and
	Health Services	Community Services
	Human Resources	Los Angeles Homeless Services Authority
	LA County Library	
	Los Angeles County Development	
	Authority	

**Reassessing the Homeless Initiative Strategies:  
*A New Framework to End Homelessness  
in Los Angeles County***

Los Angeles County Homeless Initiative  
April 2022

## 1. Introduction

On April 20, 2021, the Board of Supervisors (Board) adopted [a motion](#) directing the Chief Executive Officer (CEO), in consultation with the appropriate County Departments, the Executive Director of the Los Angeles Homeless Services Authority (LAHSA), and representatives from various Councils of Government (COGs) and key homeless stakeholders, to report back to the Board with an assessment of the 47 homeless strategies with recommendations to improve or modify existing strategies to address our ever-changing homeless crisis, including recommendations to distribute homeless resources in Los Angeles County in a racially sensitive and equitable way. An [amendment](#) added that the report back should include recommendations to increase cities' participation in each strategy and strengthen opportunities for cities to augment Los Angeles County's investment in interim and permanent housing solutions within their city boundaries for residents experiencing homelessness.

## 2. Homeless Initiative Strategy Reassessment Process

In consultation with key partners, the CEO's Homeless Initiative (CEO-HI) developed a three-phased process to ensure that recommendations to improve or modify the strategies would carefully consider existing performance data, evaluations, and research and allow for extensive community input. The three phases of the process included:

### ***Phase 1: Internal Assessment and Development of Proposed Recommendations***

CEO-HI contracted with Clutch Consulting (Clutch), a firm with extensive expertise on homeless service systems in general and Los Angeles County's system in particular, led by Mandy Chapman Semple, who also led the successful transformation of Houston's homeless services system, to analyze the existing set of 51 Homeless Initiative (HI) strategies, available performance data, evaluations, research, community feedback, policy summit notes, Coordinated Entry System (CES) refinement reports, Ad hoc committee reports/updates, city homeless plans, and COG/city reports. After completing this review in close consultation with the CEO-HI, Clutch developed a proposed new framework and recommendations. This framework was the basis for the development of a pre-recorded [presentation](#) to be used during public input sessions.

### ***Phase 2: Stakeholder Engagement***

For Phase 2, CEO-HI contracted with Ever Excel Consulting (Ever Excel) to facilitate 14 community input sessions to gather feedback from key stakeholders on the proposed new framework and recommendations. As a result of the pandemic, the community input sessions were scheduled as virtual meetings, which took place between September 22, 2021, and October 25, 2021. One session was scheduled for each of the eight service planning areas (SPAs) in the County. In addition, an evening session, open to all geographical regions, was scheduled to accommodate the varied schedules of community members. Finally, sessions were scheduled for specific stakeholder groups, including representatives of cities and COGs, people with lived experience/expertise, homeless service provider executives, and County Department/agency partners (including LAHSA and Los Angeles County Development Authority). All SPA sessions were promoted broadly through the CEO-HI email distribution list and social media channels, as well as through partner organizations. CEO-HI also created a dedicated webpage for the strategy reassessment process, released the draft framework online prior to

the community input sessions, and provided an opportunity for the public to submit written comments on the framework through an online form.

**Appendix A** provides Ever Excel's comprehensive report on the engagement process and resulting feedback for the proposed recommendations. **Appendix B** provides a compilation of written public comments.

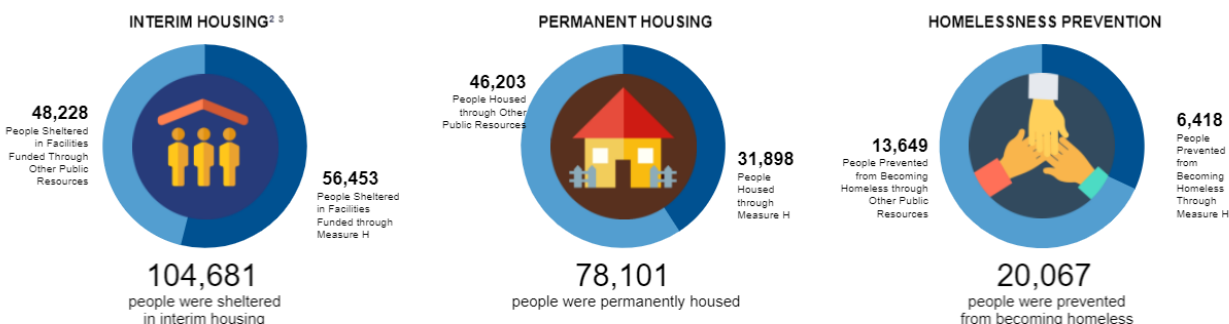
### ***Phase 3: Develop Final Recommendations***

To develop final recommendations, CEO-HI and Clutch analyzed the findings of the assessment conducted in Phase 1 and the community input gathered through Phase 2. Based on this analysis, CEO-HI revised and refined the recommendations presented to the public as a part of Phase 1. The resulting recommendations and new HI framework are presented in Sections 6 and 7 of this report.

## **3. Key Findings from Analysis of Reports, Evaluations and Performance Data**

### **HI Permanent Housing Strategies are Most Impactful, But Insufficient in Scale**

Data gathered as a part of the [HI Performance Evaluation](#) and the HI [quarterly reports](#) to the Board show that, without question, the HI strategies are having a significant impact in addressing homelessness in Los Angeles County. This can be seen in the overarching systemwide data, which includes services funded both by Measure H and by other public funding sources, and in the data specific to Measure H. ***Less than five years into the implementation of Measure H, the Los Angeles County homeless services system has provided shelter/interim housing to more than 100,000 people experiencing homelessness. Moreover, nearly 80,000 people have exited homelessness and entered permanent housing – the ultimate objective for everyone entering the homeless services system – between July 2017 and December 2021.*** Additionally, more than 20,000 people have been prevented from becoming homeless. Measure H funded strategies make up close to half or more than half of the permanent and interim housing outcomes, respectively.



While the most recent available HI Performance Evaluation, completed by independent evaluators, also shows that at the “micro level,” most HI strategies are performing well, strategies that focus on permanently housing people experiencing homelessness (PEH) emerge as most

impactful in ending homelessness for those served. Of note, the Evaluation highlighted the broad impact of permanent housing strategies, including rapid re-housing and permanent supportive housing, on health system usage. An analysis of administrative data shows that ***permanent supportive housing (PSH) and rapid rehousing (RRH) services significantly reduced general medical and mental health inpatient, emergency, and crisis services use*** among people placed in these types of housing. This reduction is found both when compared to participants' own levels of service use prior to being housed and to the control group.

The importance of permanent housing strategies was also underlined by the results of the strategy-specific evaluations completed in 2019. These targeted evaluations considered the prevention, rapid re-housing, outreach, permanent supportive housing, and interim housing HI strategies. While the evaluations identified specific strengths of each strategy, as well as ways to improve their implementation, a common thread was the necessity for more permanent housing so that each strategy could more effectively serve program participants – and move people through engagement or interim housing programs quickly to a permanent housing solution.

Further emphasizing this point, while the [evaluation of interim housing strategies](#) completed by Health Management Associates found that the Los Angeles County homeless services system had significantly expanded under Measure H, was facilitating referrals to recuperative care effectively, and had created many “low-barrier” opportunities for PEH to enter interim housing, it also notes, “The number one barrier to transitioning to permanent housing that key informants identified is the lack of permanent housing capacity in the County.” The interim housing evaluation also emphasized that clients with significant mental health and/or substance use disorder challenges faced additional barriers to permanent housing.

Similarly, in the [evaluation of the outreach system](#) completed by Resource Development Associates, researchers noted, “Stakeholders underscored the impact of Countywide shortages for all types of affordable housing and shelter resources. This lack prevents people from successfully exiting from homelessness, creating a bottleneck in the outreach system where staff must continue to engage clients who cannot see a clear or expedient path indoors.” Ultimately, the lack of options for moving clients from the street to interim or permanent housing undermines trust and confidence in the outreach system. Moreover, the lack of permanent housing options drives the lack of interim housing beds, as participants languish in interim housing while waiting for housing, and providers are unable to make space for PEH engaged by outreach teams.

The evaluations of the permanent housing strategies – [rapid re-housing](#) and [permanent supportive housing](#) – also emphasized the challenges providers face in identifying housing units that are safe and appropriate. The evaluation of Strategy D7 (permanent supportive housing) by Westat states, “Providers noted challenges around obtaining housing for clients, including delayed and denied applications for housing through the housing authorities and reluctance of landlords to accept vouchers in the competitive housing market. For clients, the quality and safety of the physical housing was an additional concern.” Westat’s evaluation of Strategy B3 (rapid re-housing) also notes: “Engaging landlords and securing and keeping housing in a tight rental market is one of the biggest challenges reported by program managers, frontline staff, and participants. Landlord reluctance to accept RRH participants as tenants is, in part, due to the limited duration of the rental assistance, reluctance to accept third-party checks, and the competitive housing market. Landlords also note a perceived risk around accepting tenants with housing barriers; similarly, participants indicate that the stigma of homelessness makes it difficult for them to find a landlord willing to rent to them.”



***Thus, both in strategies that focus on clients who are unsheltered or in interim housing/shelter and in strategies that are specifically focused on placing and supporting clients in permanent housing, lack of access to permanent housing is a central challenge.***

In the fall of 2019, CEO-HI hosted eight policy summits for key homeless services and mainstream system partners to engage deeply with core components of the homeless services system. The [report](#) from those summits also emphasizes the widespread effects of lack of permanent housing: “Lack of permanent housing slots creates bottlenecks throughout the system and can undermine the efforts of those on the ‘front end’ of the system, such as outreach workers and interim housing providers. In the face of this limitation, and given the fact that many low and moderate acuity clients will not receive housing subsidies, there is a need for creative solutions and flexibility.”

### **Growing Homelessness Crisis Driven by Persistently Underserved Population – and the Importance of Mainstream Systems**

Despite the indisputable impact that HI strategies are having, the homelessness crisis in Los Angeles County has grown objectively worse over the past half of a decade. The [results](#) of the most recently completed Greater Los Angeles Point-in-Time (PIT) Homeless Count, which took place just prior to the pandemic in 2020, showed that the number of PEH in LA County is increasing. With the 2022 PIT Count underway and results in process, it is expected by many that the findings will show another increase, particularly following the severe economic and social impacts of the COVID-19 pandemic.

## **GREATER LOS ANGELES HOMELESS COUNT**



How can the continued growth in the homeless population in Los Angeles County be explained, particularly in the face of significant growth in the number of permanent housing placements as a result of Measure H and HI strategies? Despite the growth in the homeless services system, and the related growth in permanent housing placements, **research shows that our permanent housing resources are still inadequate to fully meet the need – particularly for our most vulnerable community members.**

Inflow into homelessness continues to grow, a fact that has been highlighted in recent years when the PIT count results are released. It is critical that we stem this flow into homelessness. However, equally important is the need to ensure that those with the highest barriers do not get “stuck” in homelessness. The 4<sup>th</sup> Annual HI evaluation concludes that while the County continues to see a steady rate of new households entering homelessness, most of these households exit homelessness relatively quickly. **The primary driver of the growing homeless census is not the newly homeless but rather a rising number of homeless households with barriers that limit exits from homelessness or result in a cycle of reentries into homelessness.** This population is described in the evaluation as experiencing “persistent homelessness.” To avoid any implication that “persistent homelessness” is a result of individual client actions or behavior, this report describes the same group of people who struggle to exit homelessness as *persistently underserved* by the current homeless services system.

The 4<sup>th</sup> Annual HI evaluation defines persistently underserved homeless individuals as those who received homeless services for 6 or more months in the previous 12 months. The number of persistently underserved homeless people *more than doubled* between 2017 and 2019, going from 16,000 to 35,500.

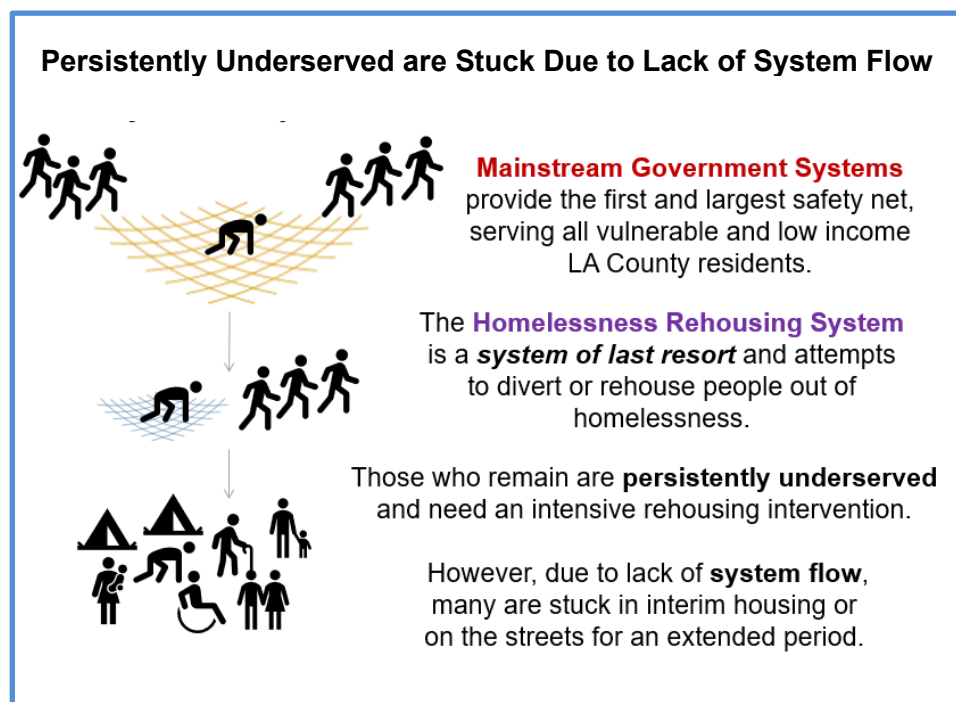
The growth in the population of persistently underserved PEH can be explained by the lack of system capacity to exit the growing number of individuals with barriers – that is, the insufficient pool of permanent housing units and availability of permanent housing rental subsidies for the most vulnerable members of the community. **Our system has an exit gap – a gap between the number of people who need permanent housing and those who receive it.** The supply of interim housing rose 57% over the last three years to 25,000 beds. Yet, this growth has not yet been accompanied by a proportionate increase in exits to permanent housing. A March 2020 [homeless services system analysis by LAHSA](#) finds that in Los Angeles County, **a balanced homeless services system that would make homelessness rare, brief and one-time would require five housing exits for every one shelter bed. In Los Angeles County, the homeless services system only has about one housing exit for every one shelter bed.**

The 2019 Policy Summit [report](#) further emphasizes the need for the system to better serve the most vulnerable PEH. Participants in those summits largely agreed that:

The homeless services system is struggling to meet the needs of clients with the highest needs, who may have serious health and mental health challenges along with other special needs. From outreach to interim housing to permanent housing, providers and system leaders are struggling to utilize existing resources to meet the needs of the sickest clients. [...] With these needs in mind, system leaders can continue to revisit policy decisions regarding the appropriate allocation of resources between higher and lower acuity clients to allow for intentional approaches to meeting clients’ needs.

Both administrative data and provider experience demonstrate that there is a need to focus on how best to serve this vulnerable population.

The over-burdened homeless rehousing system (or homeless services system) struggles to adequately serve the persistently underserved in part because more support for mainstream County systems, such as health and social service departments, is needed. The homeless rehousing system should be a *system of last resort*. **Mainstream government systems that already serve millions of vulnerable LA County residents are the first line of defense**, well-equipped to identify and prioritize the needs of people at-risk of homelessness or who have just become homeless. Indeed, some mainstream systems have access to specific housing resources or rental subsidies that can provide relief to people at risk of homelessness and support to those who have fallen into homelessness. Increased partnership with mainstream government systems would reduce inflow into the homeless rehousing system and allow it to increase its focus on serving those who are persistently underserved – those with the most complex needs requiring ongoing and focused intervention that is resource-heavy. As noted below, mainstream systems have an essential role to play in preventing homelessness.



## Prevention Strategies Have Developed Significantly but Must Go Further

One of the most challenging aspects of preventing homelessness has been determining how best to target the limited resources available, particularly when housing insecurity and poverty are so widespread in Los Angeles County. According to the California Policy Lab's report, [Predicting and Preventing Homelessness in Los Angeles](#), 28,000 LA County residents will experience homelessness for the first time each year and another 20,000 will fall into homelessness again after six or more months of housing stability. These individuals often utilize mainstream County services. **A new method to predict who, among the 1.9 million users of County services, will likely become homeless is now available, equipping mainstream systems with the ability to identify and target households for homelessness prevention without shuttling them to the homelessness rehousing system.** This method is currently being piloted by the

Department of Health Services' Housing for Health Program, in its Homeless Prevention Unit (HPU). Additional Departments, such as Department of Children and Family Services, Department of Public Social Services, and Probation are also considering how they may use predictive analytics in their work. Such efforts are important to ensuring that scarce prevention funds are directed to those most likely to become homeless but for the provision of these resources.

The HPU and other predictive analytics efforts are part of an effort to develop a comprehensive homeless prevention action plan. As a part of that effort, CEO-HI compiled an [inventory of homelessness prevention programs administered by the County and LAHSA](#) in 2019. Although the list is extensive, the actual service capacity of many homeless-prevention specific programs is limited, and larger programs do not necessarily prioritize people at-risk of homelessness (though they may help them). Continued efforts are needed to ensure that mainstream system frontline staff, who encounter thousands of vulnerable community members every day, have the training, capacity, and direction to appropriately refer people at-risk of homelessness to the financial and social supports necessary to prevent them from becoming homelessness. These efforts are already underway as the County takes important steps forward to implementing prevention efforts in a more global sense, extending beyond homelessness prevention. In 2021, the Board established the [Prevention Services Task Force](#), which is responsible for providing recommendations on a governance structure for a comprehensive community-based prevention services delivery system across County services, with the goal of delivering upstream interventions to address the social determinants of health and improve overall well-being for adults, children, youth, and families.

## **Ongoing Racial Inequities Contribute to Growth of Underserved Homeless Population**

The struggle to exit homelessness goes beyond the gap in permanent housing exits; it is also shaped by the long history of systemic racism in Los Angeles County – and throughout the United States – that has disproportionately forced communities of color into poverty and homelessness, while making it more challenging to navigate systems of care.

Over the course of HI's implementation and the transformation of the regional homelessness rehousing system, practices have emerged to advance racial equity and the County has adopted a sweeping initiative that boldly articulates an anti-racist agenda that will guide, govern, and increase the County's ongoing commitment to fighting racism in all its dimensions, especially racism that systemically affects Black residents. For example, [LAHSA's Ad Hoc Committee Report on Black People Experiencing Homelessness](#) defined 67 recommendations that the HI and the County's [Antiracist, Diversity, and Inclusion Office \(ARDI\)](#) are working to operationalize. Further, the ***HI and ARDI are working together to develop a Racial Equity Plan that aims to close the racial disparity gaps through advocacy, strategic coordination, targeted policies, and resource allocation.***

Distributing LA County's homeless resources in a racially sensitive and equitable way will require the County to grapple with its own policies, practices, and biases across its service delivery network, both internally and among external partners receiving funding. A recent report from the County CEO further asserts the County's commitment to a generative policy agenda that will infuse equity into planning, budgeting, and contracting. These new practices, coupled with the County's plan to implement the recommendations of LAHSA's Ad Hoc Committee on Black

People Experiencing Homelessness, will serve as guiding frameworks for the implementation of efforts to distribute homeless resources in a racially sensitive and equitable way.

### **\*Key Findings from Community Input Sessions**

**In discussions about the Homeless Rehousing System, community members emphasized the need for:**

- More interim and permanent housing
- High quality case management
- More entry points to access centers

**In discussions about the Mainstream Systems, community members called for:**

- Better coordination across systems
- Accountability measures for mainstream systems work on homelessness

**In discussions about the role of cities, community members emphasized the need for:**

- Creation of more housing units, including innovative housing types
- More flexible, multiyear funding commitments to cities

**In discussions about HI Racial Equity efforts, community members called for:**

- More accountability for racial equity outcomes
- Using data to inform funding, hiring, and assessment practices

**In discussions with people with lived experience/expertise, participants called for:**

- Higher quality, culturally informed, consistent case management
- Case managers that can advocate for clients across systems

*\*Key themes from the community input sessions are listed above. For a full report on the community input sessions and a compilation of written public comments, please see **Appendices A and B**.*

## **4. Recommendations**

Based on the analysis of research, evaluations, reports, and community input, CEO-HI recommends the following approaches to shaping a new HI strategy framework.

- **Equip Homeless Rehousing System to Respond to Persistently Underserved PEH**
  - HI strategies and investments should increase their focus on activities that equip the homeless rehousing system to respond, at scale, to the persistently underserved PEH subgroup.
  - Consistent funding should be provided for critical infrastructure, operations, and interventions.
  - Some funding flexibility should be retained to shift tactics and supporting activities to meet emerging needs.
- **Consolidate Rehousing System Strategies:** HI strategies for the homeless rehousing system should be consolidated to reflect categories of essential investments, offering clarity

of purpose and impact, streamlining program models and practice standards, and creating administrative ease across funders and providers.

- **Fully Leverage Mainstream Systems:** HI strategies should fully leverage mainstream government services to deliver a safety net for those who can reasonably avoid or escape homelessness, thus slowing inflow and positioning the homeless rehousing system to increase its capacity to serve persistently underserved PEH.
- **Embrace a No Wrong Door Approach to Homelessness Prevention:** HI strategies for the mainstream government service systems should embrace a no wrong door approach within the County, drive coordination and standardization of homelessness prevention practices among County Departments, and encourage the use of predictive analytics and prioritization to implement homeless prevention efforts at a scale that reduces annual inflow into homelessness.
- **Co-Invest with Cities:** HI strategies should include specific approaches that define how cities can co-invest in key strategies that accelerate and amplify impact locally and across the region, especially with regard to housing.
- **Infuse Practices to Advance Racial Equity:** The HI strategies framework should embrace emerging practices to advance racial equity across policymaking, planning, funding, and implementation, and demonstrate a commitment to ongoing advancement of equity through its implementation practices.

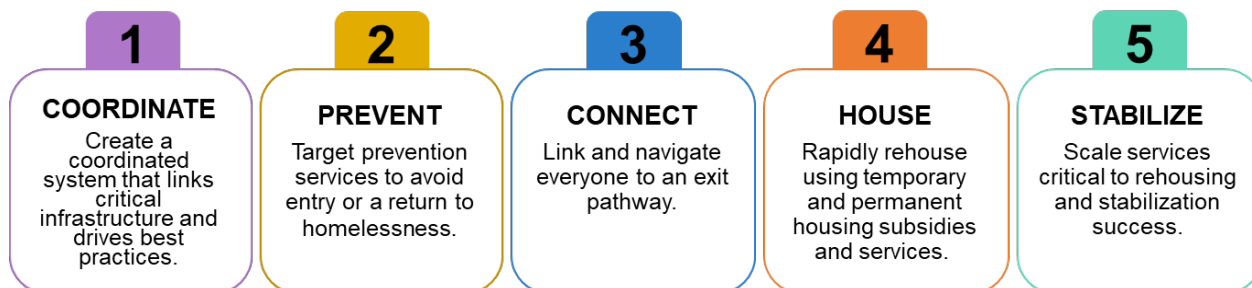
## 5. New Homeless Initiative Framework

The proposed new framework for the HI strategies is guided by a set of simple but important goals. The new framework aims to:

- **Leverage** the critical infrastructure and capacity of the homeless rehousing system that has been built since the passage of Measure H while ensuring that this system is concentrating on the core strategies that are most impactful in ending homelessness and that it has the flexibility and nimbleness to be responsive to the unique needs of people experiencing homelessness and the communities in which they reside.
- **Advance** racial equity across policymaking, planning, funding, and implementation practices.
- **Delineate** the activities that must permeate all our mainstream systems in order to “catch” County residents before they fall into homelessness, or just after.
- **Identify** the most impactful ways for the County to collaborate with cities to meet local needs and increase housing.

To achieve these goals, the new framework is divided into five categories of actions. These five categories emerged from the system refinement work completed in recent years, which drew on extensive input from key stakeholders. The five categories are:



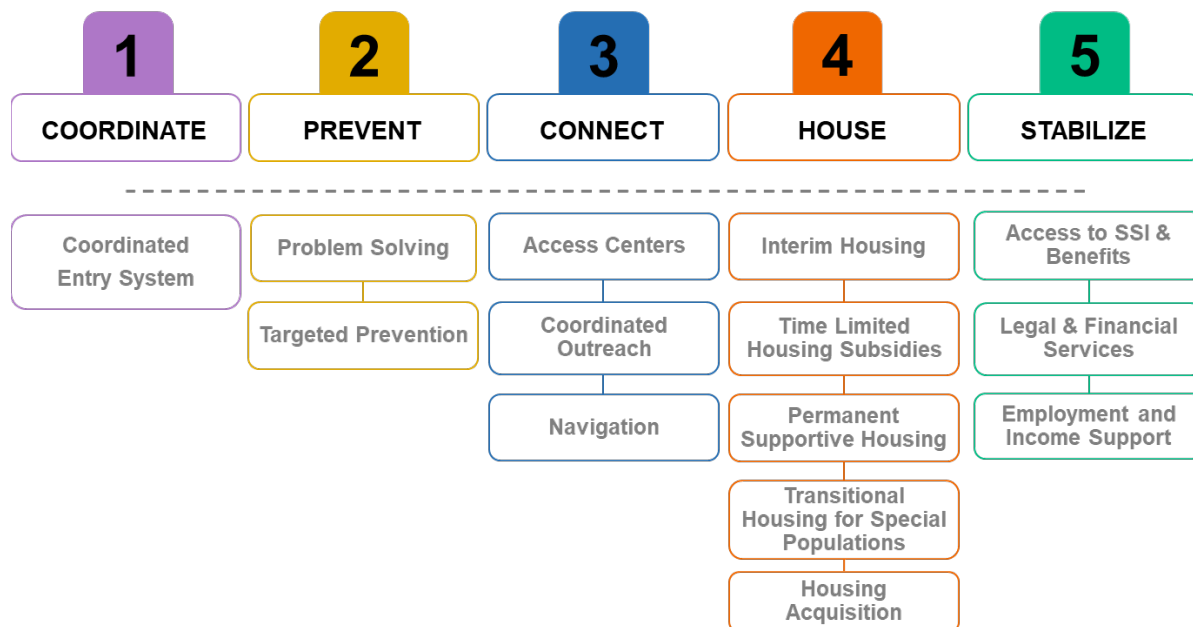


A set of refreshed HI strategies are organized under each of these five categories, and then grouped and assigned to one of three sets of partners: Homeless Rehousing System, Mainstream Government Systems, and Participation of Cities. (See **Appendix C** for a mapping of the new strategies in relation to the original strategies). Each partners' strategies are visualized below. The full set of categories, partners, strategies and supporting activities is at the end of this section.

## Partners and Strategies

### Homeless Rehousing System:

Homeless rehousing system strategies must primarily focus on targeting persistently underserved PEH to reduce the number of people falling into this category. This means clearly distinguishing the homeless rehousing strategies from those owned by mainstream system partners and the supporting activities necessary to realize these strategies. This results in an opportunity to consolidate and clearly define the strategies of the 5 categories that support streamlined implementation of a rehousing system at scale.



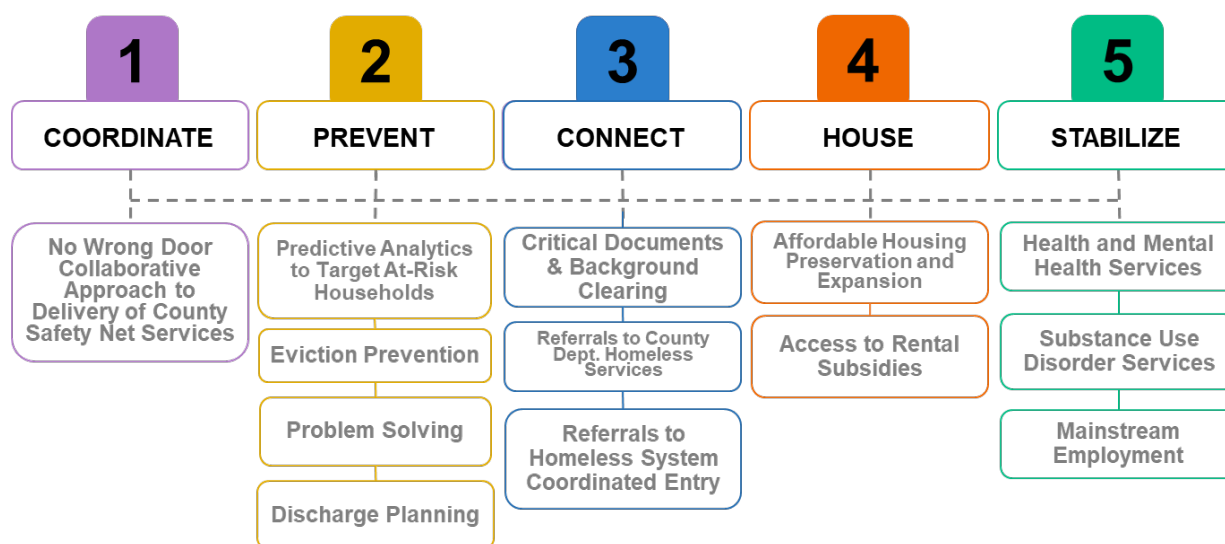
The proposed new framework identifies the most effective and essential strategies to combat homelessness under each category and implies Measure H and other homeless funding should balance and sustain these components annually. As noted above, both community input and system evaluations overwhelmingly stated a need for more permanent housing placements and accompanying services. Thus, the “House” category contains the largest number of strategies. While interim housing is included under “House,” this temporary step on the way to permanent

housing placement should be structured in a way that focuses on throughput – moving participants quickly out of interim housing and into permanent housing to create space behind them to allow people who are unsheltered to come inside to the newly vacant interim housing beds.

### Mainstream Government Systems:

Mainstream safety net systems are an invaluable tool in the County's ability to prevent and address homelessness. These services are already designed and scaled to serve all County residents; with such extensive reach, particularly into our most vulnerable communities, they offer an immense opportunity to intervene and stabilize households at-risk of or facing homelessness. The strategies under Mainstream Government Systems seek to establish a true no wrong door approach that advances equity, prioritizes at-risk households, and effectively prevents homelessness, especially first-time homelessness. All County mainstream systems should be trained to serve PEH, including through problem solving (an effort that is already underway); have the capacity to respond quickly and effectively to people experiencing a housing crisis or know how to refer appropriately; and be accountable for their role in addressing the County's homelessness crisis. Different County mainstream systems will vary in their level of engagement in these strategies; departments that already provide supportive services or public benefits to very low income people or people experiencing housing instability may be positioned to intervene in a more significant way, whereas departments that do not have human services functions as their primary function may be better equipped to primarily focus on strengthening their ability to refer people experiencing homelessness or housing crises to appropriate resources. Given the vast overrepresentation of Black people among those experiencing homelessness, mainstream County systems must be particularly attuned to the equity implications of how they structure their response to PEH and people at-risk of homelessness.

Accountability is critical for this aspect of the new framework, as underlined by participants in the community input sessions, who stated a desire to have all County Departments have strategic plans that includes Specific, Measurable, Achievable, Realistic, and Targeted (SMART) goals that state how they will deploy their current resources to prevent people from becoming homeless and provide services to individuals experiencing homelessness.



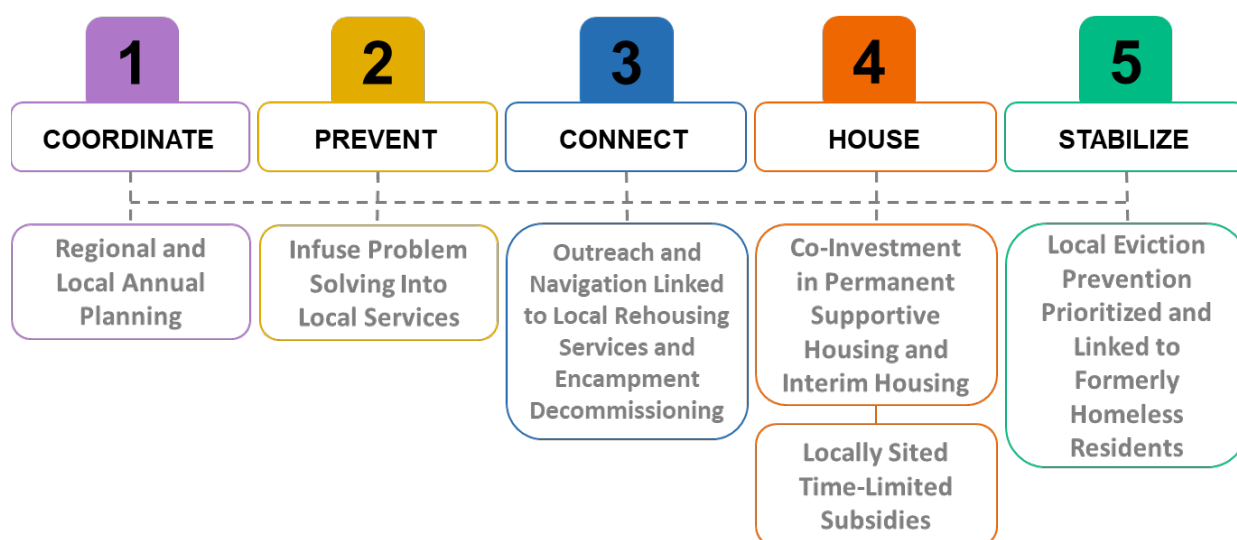


These strategies represent a shift in scale and, in some cases, expectations from the previous strategies assigned to mainstream County Departments. For that reason, launching these strategies will require a collaborative process between the Board of Supervisors, CEO-HI, and Departments to explore how mainstream systems can achieve the necessary scale of resources to effectively prioritize and reduce inflow into homelessness.

### Participation of Cities:

Participation of the 88 cities within the County is an opportunity to both amplify local impact and enhance the County's capacity to prevent and combat homelessness. Including a clear roadmap for the participation of cities in co-investment opportunities and the leveraging of local influence to site more permanent housing is critical to advancing mutual objectives.

The new framework for strategies facilitating participation of cities identifies six strategies for cities to participate in co-investment and siting activities in the housing category and connection of critical rehousing services for targeted local decommissioning events.



The HI has been an effective county-wide vehicle to secure and braid municipal, county, state, and federal funding for homeless rehousing activities. An example of a co-investment model can be found in the County's efforts on Homekey, a state program that provides funding to local jurisdictions to acquire property to house people experiencing homelessness. Recognizing that operating funds are a major barrier to participation of smaller jurisdictions in this program, the Board of Supervisors made operating funding available to cities that want to seek capital funding from the state to acquire permanent housing. Efforts like this represent increasing opportunities to partner with cities and offer a model to emulate for future co-investment pursuits. This model is also consistent with feedback from cities, noting that multi-year funding contracts for operations provide a guarantee that allow city officials to adequately plan and even incentivize multi-city collaboration.

Encampment decommissioning has long been a highly desired and deeply controversial homelessness response strategy. As cities across the country have expanded their rehousing capacity, a new form of encampment decommissioning has emerged that avoids displacement of the unhoused and instead embraces a street to home approach, offering housing subsidies and services to all encamped individuals and positioning local jurisdictions to effectively maintain the

cleared public space post rehousing. Cities are uniquely positioned to use incentives and local tools to secure rental units and then partner directly with CEO-HI and the homeless rehousing system to pursue targeted encampment closures. Using this new strategy, CEO-HI can coordinate and plan with local cities to pair outreach, navigation, and time-limited subsidies and services in support of a set number of targeted closures each year. Such a strategy can also be deployed in concert with co-investment in permanent housing, further positioning cities to accelerate and amplify the local impact of Measure H.

#### **Efforts Currently Underway to Facilitate Co-investments with Cities**

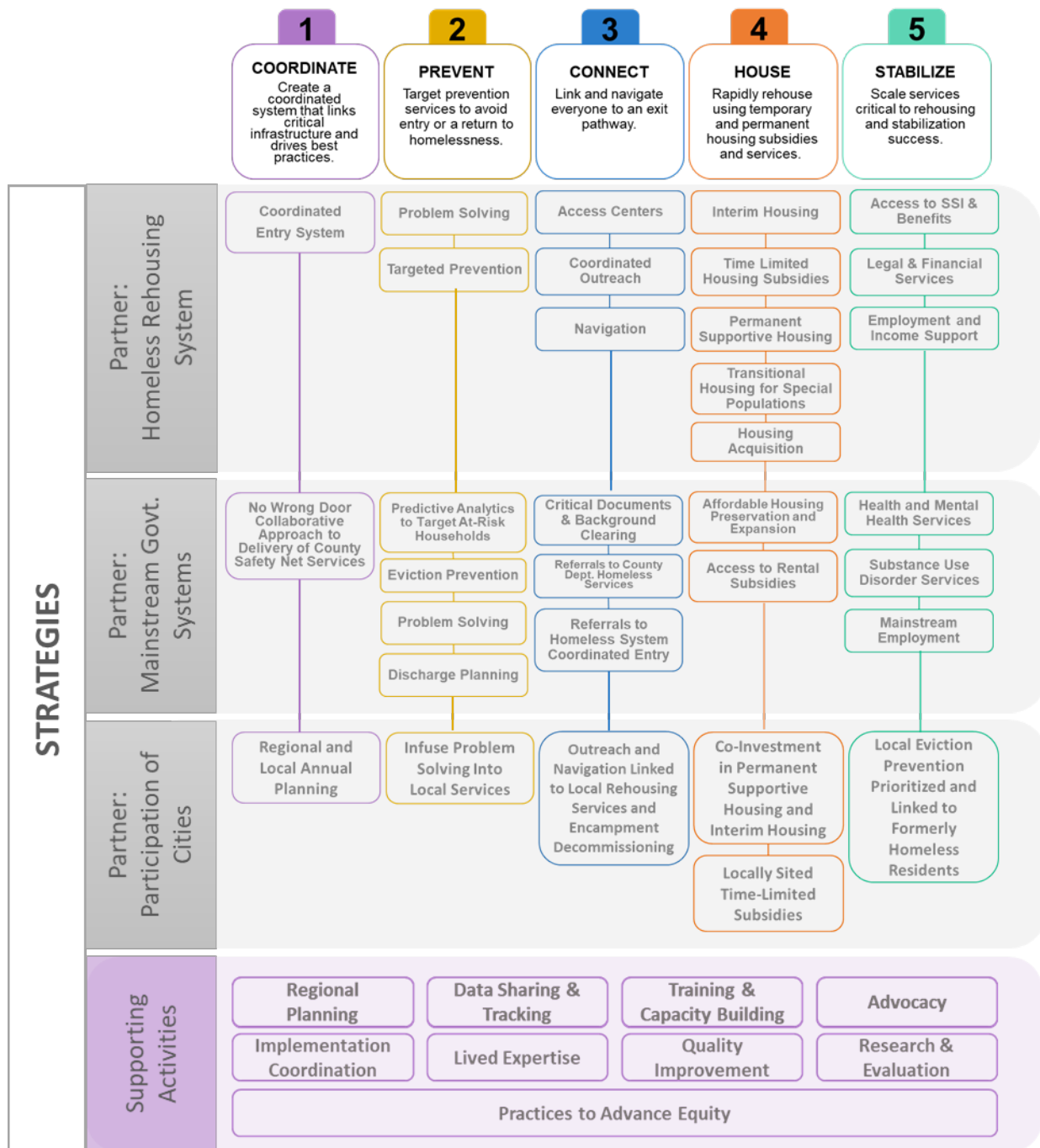
- Board approves [motion](#) to make available up to \$10,000,000 to provide operating support to cities and tribes seeking state Homekey funding to acquire new permanent housing units.
- Board approves [motion](#) to make \$10,000,000 available for cities to apply for funding to create interim housing beds.
- [Draft recommendations](#) for fiscal year 2022-23 HI funding include \$10,000,000 to continue support for cities implementation of their homelessness plans and another \$10,000,000 to support further efforts in partnership with cities.

### **Supporting Activities**

This review also revealed a series of strategies (listed below) that serve as supporting activities that make success possible in the rehousing, mainstream services, and participation of cities systems by promoting coordination and addressing systemic challenges. The proposed new framework recategorizes these activities as discretionary funding, establishing the flexibility to catalyze change by responding quickly and appropriately to constantly changing conditions with the homelessness policy context – including those occurring at other levels of government and natural and public health crises that deeply affect PEH and the homeless services system. Each supporting activity can be executed using an array of tactics, giving CEO-HI discretion to identify and fund the most impactful supporting activities annually. Along with this discretion comes accountability; CEO-HI will need to rigorously monitor and report on the impact of these activities, which include:

- Regional planning and implementation coordination
- Enhanced data sharing and tracking
- Advisory of individuals with Lived Expertise
- Training and capacity building
- Quality improvement and standardization of practice
- Activities to advance equity, including enhancing the voice of lived expertise and creating accountability structures

# New Los Angeles County Framework to Combat Homelessness



## 6. Conclusion

As the mid-point of Measure H implementation approaches, the County is at an important point in the development of its strategies to address homelessness. With five years of experience implementing the current HI framework, significant progress and learnings have been achieved. The recommendations in this report build on the significant outcomes achieved thus far – thanks to the unrelenting efforts of service providers and County Department and Agencies, every day – and draw on the data, research, and experience collected over the past few years. To implement the new framework described above, which CEO-HI believes will support the County to take major steps forward in its efforts to address homelessness, CEO-HI recommends that the Board take the following next steps:

- For the Fiscal Year 2023-24 HI Funding Recommendations Process, direct CEO-HI to develop recommendations to allocate funding to the streamlined set of strategies within the new framework for the rehousing system, as defined in this report.
- For the Fiscal Year 2022-23 HI Funding Recommendations Process, direct CEO-HI to begin implementing the streamlined set of strategies for the rehousing system, as defined in this report, by consolidating and simplifying strategies where feasible with the goal of maximizing administrative efficiency and providing flexibility to meet the unique needs of people experiencing homelessness and the communities in which they reside. Given the Fiscal Year 2022-23 budget process is underway this recommendation will need to be implemented in a way that does not disrupt the delivery of services to people experiencing homelessness.
- Direct CEO-HI to lead a collaborative process with County departments responsible for administering mainstream safety net systems to identify how best to implement the activities defined in this report, which will enable them to scale their efforts to prevent and address homelessness. As a part of this process, establish clear accountability mechanisms between County departments and CEO-HI.
- Direct the CEO-HI to identify funding and resources to expedite implementation of the racial equity plan under development by HI and the CEO's Anti-Racism, Diversity, and Inclusion (ARDI) Unit and to apply a racial equity lens to all its activities.
- Direct the CEO to increase co-investment opportunities for cities and COGs and enlist city engagement in expanding the supply of interim and permanent housing. Establish mechanisms for ongoing regional engagement with cities and COGs to support the implementation of co-investment opportunities and partnership on addressing local needs.

Implementation of the new framework will require all hands on deck, necessitating full engagement, commitment, and accountability from all the partners that are called to help address Los Angeles County's homelessness crisis.

## Resources Consulted

1. [Evaluations of Homeless Initiative Strategies](#)
  - [Prevention](#)
  - [Outreach](#)
  - [Interim Housing](#)
  - [Rapid Re-Housing](#)
  - [Permanent Supportive Housing](#)
2. [Fourth Board-Mandated Evaluation of the L.A. County Homeless Initiative](#) (FY 2019-20)
3. [Third Board-Mandated Evaluation of the L.A. County Homeless Initiative](#) (FY 2018-19)
4. [Second Board-Mandated Evaluation of the L.A. County Homeless Initiative](#) (FY 2017-18)
5. [First Board-Mandated Evaluation of the L.A. County Homeless Initiative](#) (FY 2016-17)
6. [HI Quarterly Reports](#)
7. [Report And Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness](#)
8. [2020 Greater Los Angeles Homeless County Results](#)
9. [City Homelessness Plans](#)
10. [HI 2019 Policy Summit Report](#)
11. [Predicting and Preventing Homelessness in Los Angeles](#)
12. [LAHSA Coordinated Entry System Refinement Workshop Summaries](#)
13. [Homeless Services System Analysis: Envisioning and Optimal System in Los Angeles](#)

**REASSESSING THE HOMELESS INITIATIVE  
STRATEGIES:** FINDINGS FROM CEO-HI COUNTYWIDE  
COMMUNITY ENGAGEMENT SESSIONS

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## SECTION 1: INTRODUCTION

On April 20, 2021, the Board of Supervisors (Board) directed the Chief Executive Office-Homeless Initiative (CEO-HI), to reassess the Homeless Initiative's 47 strategies for addressing the homelessness crisis in Los Angeles County. CEO-HI was also asked to propose recommendations for improving and/or modifying existing strategies. In response to the Board's motion, CEO-HI developed a new proposed framework for addressing homelessness in Los Angeles County. After drafting the proposed plan, CEO-HI partnered with a consulting group, EverExcel Consulting LLC, to conduct 14 listening sessions throughout Los Angeles County to elicit feedback on the proposed modifications and highlight challenges with the current HI strategies. This summary report details major themes from engagement sessions with community stakeholders across the county.

## METHODS FOR COLLECTING COMMUNITY FEEDBACK

### DESCRIPTION OF COMMUNITY ENGAGEMENT SESSIONS

CEO-HI coordinated eight online community engagement sessions via Zoom; one session was held in each of the eight Service Planning Areas (SPAs), utilizing the regular meeting times of each SPA's respective homeless coalition. Each SPA meeting was open to the public, and the CEO-HI utilized its social media platforms and email listservs to publicize each session.

In addition to hosting engagement sessions with SPA homeless coalitions, CEO-HI hosted closed, special sessions with targeted populations. The targeted sessions included:

1. LAHSA's Lived Experience Advisory Board (LEAB) and Homeless Youth Forum of Los Angeles (HYFLA)
2. Executives from Homeless Service Provider Agencies
3. City and Councils of Governments (COGs) staff
4. Homeless Initiative Lead County Departments and Agencies
5. Selected SPA Steering Committees

A final community engagement session was open to all SPAs and was scheduled in the evening to provide community members who are unavailable during typical working hours with the opportunity to participate.



EverExcel Consulting LLC facilitated 14 community engagement sessions. In total, an estimated 750 community stakeholders attended the sessions.

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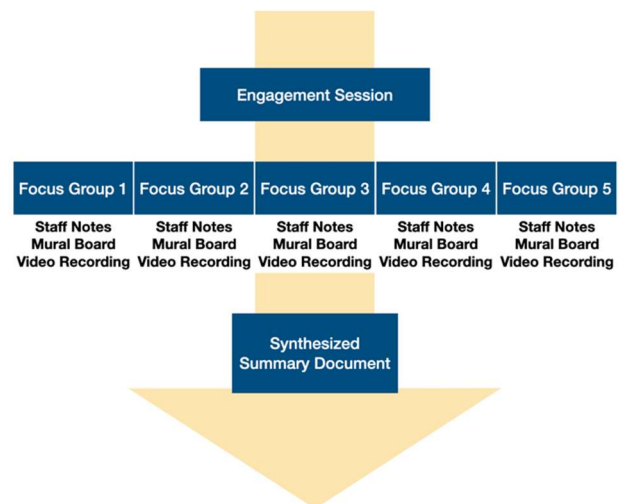
## ENGAGEMENT SESSION QUESTIONS<sup>1</sup>

1. What aspects of the homeless re-housing system need adjustment or enhancement to increase flow to exits to permanent housing? What changes to the homeless re-housing system would be most impactful in ensuring that we are serving people who are persistently homeless?
2. What would enable the county's mainstream systems (e.g. health and social services) to maximize their impact on homeless prevention and increase their ability to serve people experiencing homelessness?
3. How can we use this moment to advance racial equity within our homeless services system? Are there opportunities within specific strategies or programs to ensure that resources are distributed in a racially equitable manner?
4. What do you see as the optimal role of cities in our efforts to increase the supply of permanent and interim housing in their jurisdictions? How can the county and cities work together most effectively to maximize exits to permanent housing?

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## APPROACH TO DATA ANALYSIS

Each engagement sessions started with a 15-minute informational video created by CEO-HI that highlighted the key features of the new proposed HI Strategy Framework. The video was followed by a 5 to 10-minute question and answer session hosted by CEO-HI for participants to ask clarifying questions about the content discussed in the video.



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<sup>1</sup> This is the general list of the engagement session questions. Some questions were modified for closed, special sessions with targeted populations. See Appendix.

After the video and Q&A, participants were divided into smaller focus groups via the Zoom breakout room feature. When the number of attendees was particularly small, we remained as one whole group, but for most engagement sessions participants were divided in to 3-5 groups.

Each focus group was video and audio recorded and lasted between 40-60 minutes. Each focus group was hosted by an EverExcel facilitator and either a CEO-HI

or Los Angeles Homeless Services Authority (LAHSA) staff member attended the session to take live notes during the conversation via the online application, Mural. Participants also shared personal comments and notes via Mural, and shared comments verbally and in writing via the Zoom chat feature.

*Figure 1. Methodology for Data Collection & Summary Document. The steps outlined in this figure were conducted 14 times, once for each engagement session*

Upon concluding an engagement session, EverExcel consultants combined focus groups notes and created a synthesized 8–10-page summary for each session. EverExcel then synthesized themes from the 14 engagement sessions to create this report (See Figure 1).

## SECTION 2: FINDINGS

### 1. OVERARCHING FEEDBACK

#### 1a. Clarity on Subpopulations

Overall, participants felt either positive or neutral in response to the shifts in the strategy framework. However, participants did want more clarity on how the new framework would support subpopulations. Participants across multiple sessions highlighted the following subpopulation groups, which they felt ought to be highlighted in the framework, noting specific circumstances that demonstrated a need for special attention:

- **Survivors of Domestic Violence:** Availability of interim housing for domestic violence survivors and permanent housing units do not match the significant need on the ground.
- **Youth:** Youth programs are often modeled after adult programs and do not consider the unique needs of this population.
- **Families:** There is a need to increase housing and services for families with children, including childcare and academic support.

- **Students:** Nearly 90,000 preK-12 public school students are experiencing homelessness, and participants feel that they are not directly connected to the county's strategic planning.
- **System Involved Youth and Adults:** Individuals impacted by the foster care and criminal justice systems are disproportionately falling into homelessness and should be centered in the county's homelessness plan.
- **Seniors:** Elderly residents comprise a growing portion of those falling into homelessness. Elderly residents require significantly different services from those needed by the general population; a plan dedicated to addressing their unique needs is necessary.

### **1b. More Embedded Accountability Measures in the Framework**

Participants stated that the framework lacked sufficient accountability measures.

Participants noted that it was unclear how the framework would hold County mainstream systems and cities accountable for prioritizing the goals and activities listed in the framework.

### **1c. Unclear Whether the New Framework Would Yield Better Outcomes**

Participants were unsure if the reframing of the previous Measure H strategies would yield better housing and housing retention rates. Many participants emphasized implementing quality services, increasing the number of available housing units, and fostering stronger coordination between the homeless delivery system and county agencies as primary concerns. They were unclear as to how the macro-level framing of the Measure H strategies addressed such concerns. As a result, in most of the engagement sessions, participants spent most of the time discussing implementation-level issues within the current strategies framework.

## **2. THE HOMELESS REHOUSING SYSTEM**

### **2a. More Permanent and Interim Housing**

Participants stated a need for more housing units to be available for people experiencing homelessness. Participants highlighted the following strategies:

- **Invest in Shared Housing Strategies:** Shared housing was viewed as a promising short-term and long-term model for housing people experiencing homelessness. Participants felt that shared housing should be a strategy within itself.
- **Housing Acquisition Strategy:** Service providers stated that the county should create a comprehensive housing acquisition plan that includes strategic landlord engagement and building more permanent supportive housing.
- **Master Leasing Strategy:** Participants recommended that the county adopt a master leasing strategy controlled and managed by a county department (e.g.,

Los Angeles County Development Authority) to set up multi-year leasing agreements with individual property managers and landlords.

## **2b. Emphasis on Quality Case Management**

Participants emphasized that service providers housed a record number of people experiencing homelessness. They worried, however, that their efforts would be in vain if quality case management was not implemented to help individuals retain housing. Participants felt that case managers should be responsible for assisting their clients with long-term housing sustainability plans; however, they recognized that service providers struggle to retain case managers for longer than one year. One executive director of a large service provider stated that her organization has a case manager turnover rate of 50%. Participants recommended the following changes to improve case management:

- **Develop Case Management Recruitment and Retention Plans:** The homeless services system should develop a strategic plan for recruiting and retaining case managers and outreach workers on a county level.
- **Increase Case Manager Salaries:** Currently, most case managers are not paid a living wage. Several participants reported that nonprofit service providers lose staff to DHS, DMH, and LAHSA, in part, due to pay discrepancies throughout the county. They noted that big county/city funders pay their case managers wages that budgets in nonprofits' service contracts do not allow for.

## **2c. More Entry Points to Access Centers and the Coordinated Entry System**

Participants from several SPAs shared that their regions did not have enough access points to essential services and the Coordinated Entry System (CES). Participants wanted the CES to include smaller community-based and faith-based organizations in the system. Additionally, participants wanted access centers to be co-located with mainstream county agencies that could offer stabilizing services.

## **2d. Establish an Aggressive Public Relations Campaign**

Participants shared that many residents are unaware of the impact of Measure H and felt that the county should have a more robust strategy to increase public awareness. Participants suggested frequently sharing outcomes in public forums that cater to local communities.

# **3. ROLE OF MAINSTREAM SYSTEMS**

## **3a. Better Interagency Coordination**

Participants suggested that the overlapping needs of people experiencing homelessness should be addressed collaboratively through prevention services. They shared that service providers and the public alike are unaware of the services offered by other county agencies.

- **Pool Flexible Funding Across Departments:** Participants wanted mainstream systems to pool their funding together to create more flexible pools of funding for individuals and families experiencing homelessness or housing insecurity. Participants cited the Department of Health Services Flexible Housing Subsidy Pool as a successful model.
- **Universal Program Applications:** Participants stated that mainstream systems should adopt a universal application or housing screening tool to streamline services for people in need.
- **Increase Shared Data Agreements:** Participants stated that the county needs to continue to build out AB 210 and ensure mainstream information management systems can communicate with each other.
- **Co-Location of Services:** Participants wanted mainstream systems to have more co-located offices to promote cross-agency collaboration. Cities also wanted mainstream systems to co-locate in cities department offices and public libraries.
- **Cross-System Navigators:** Participants advocated for the county to train liaisons to navigate all the mainstream systems resources pertaining to homeless prevention and housing.
- **Establish Primary or Co-Case Managers:** Leaders of county mainstream systems recommended cross-system case management for individuals utilizing services from more than one county department. Participants felt that cross-system case management or co-case management would ensure that case management resources are not duplicated and increase awareness of resources across departments.

### **3b. Accountability Measures for Mainstream Systems**

Participants stated that mainstream systems must align their philosophies and goals around preventing homelessness. Participants recommended that mainstream systems create strategic plans and have public, measurable goals to address homelessness. As each department develops its goals, it should collaborate across agencies to enhance accountability, alignment, and awareness.

- **Create Strategic Plans:** Participants wanted all county departments that interact with people impacted by homelessness to have a strategic plan explicitly stating how their department will deploy its current resources to prevent people from becoming homeless and/or provide services to individuals experiencing homelessness.
- **Require Cross-Department Collaboration:** Each finalized strategic plan should include cross-department collaboration to promote cohesiveness.
- **Create Specific, Measurable, Achievable, Realistic, and Targeted (SMART) Goals Available to the Public for Accountability:** Participants felt that each department should have specific goals with measurable metrics to share with the public in order to highlight their progress on addressing

homelessness in LA County.

## 4. ROLE OF CITIES

### 4a. Cities Need to Create More Housing Units

Participants across engagement sessions emphasized the need for cities to build more affordable, permanent, and interim housing units. Participants highlighted the following ways that cities could enable development of more housing:

- **Revise Zoning Laws to Allow for More Multiple Dwelling Units:** Participants implored LAC cities to adjust their zoning codes to expedite building of affordable housing throughout cities, including wealthy areas. In addition, participants emphasized a need to avoid siting affordable housing in under-resourced and historically marginalized communities.
- **Build More Innovative Housing Types:** Participants discussed a desire for more innovative housing for people experiencing homelessness. Participants cited tiny homes, cargo containers, accessory dwelling units, and retrofitting unused retail spaces as examples of cost-effective and quick ways to increase the county's housing stock.
- **Enforce the Housing Element Requirements:** Participants discussed the need for city leaders to comply with California Department of Housing and Community Developments' Housing Elements, which require cities and counties to adequately plan to meet the housing needs of everyone in the community.

### 4b. Establish Comprehensive Landlord Engagement Strategies:

Participants wanted deeper landlord engagement to increase the number of property owners willing to accept city and county housing vouchers. Participants suggested a comprehensive strategy that includes a database of property managers that cities can use to maintain relationships with property owners and managers.

### 4c. Multi-Year, Flexible Funding

Participants recommended that the county provide cities with multi-year funding contracts that allow them to use their discretion to allocate funding. Participants shared that LAC cities were unwilling to build interim housing because of the lack of long-term guaranteed funding from the county. Participants stated that multi-year contracts would allow city officials to adequately plan for maximizing the resources they are given. Also, county funding should incentivize multi-city collaboration and fund promising practices.

## 5. RACIAL EQUITY

### 5a. Lack of Awareness of HI Equity Initiatives

Most participants were unaware of HI racial equity initiatives and did not feel that their

policy changes shifted the day-to-day practices and procedures of homeless service providers.

### **5b. Internal Evaluations and Enforcement of Racial Equity Outcomes**

Participants stated that the county does not audit the equity practices of organizations receiving county funding nor hold organizations accountable for failing to promote equity. Participants said that while some organizations proactively address racial inequities by circumventing inequitable county protocols, other agencies are complicit and allow inequities to persist by maintaining the status quo. Participants recommended that the county and LAHSA evaluate the equity practices used by service providers and hold agencies that are not improving their outcomes accountable.

### **5c. Localized Racial Equity Data**

Participants shared that they were unaware of the specific equity needs within their SPA because they lack access to data. Participants suggested that targeted analyses (by SPA and city) be conducted to help organizations and cities establish localized racial equity plans. More explicit information on who the homeless population is and how they are being supported within specific SPAs and cities could raise the awareness of community members and generate some more targeted, local racial equity initiatives within agencies.

### **5d. Use an Equity Framework for All Projects**

Participants recommended that the county use a racial equity lens for all its strategies. Participants stated that LAHSA and the county did not use a racial equity lens to inform Project Roomkey and Project Homekey. Participants cited the following as some areas of focus for racial equity:

- **CES Assessment Tool:** Participants suggested using Point in Time Count and Homeless Management Information Systems data to inform the CES tool. Participants cited an overemphasis on acuity score as a reason for why Black people experiencing homelessness often do not qualify for housing placements.
- **Use Administrative Data to Assess Hiring Practices:** Participants felt that county systems and service providers should be required to establish strategic plans for ensuring that their staff, leadership, and board directors represent the racial-ethnic demographic of the people they serve.
- **Fund Regions Utilizing a Racial Equity Lens:** Participants highlighted that cumulative, structural disadvantage impacts some areas because of historically racist policies and practices (e.g., redlining, blockbusting, etc.). As a result, agencies serving such communities need additional funding to serve people experiencing homelessness effectively.

## 6. SPOTLIGHT FROM SPECIAL POPULATION MEETINGS

The following subsections are salient themes discussed in our closed, special population meetings.

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### LAHSA'S LIVED EXPERIENCE ADVISORY BOARD AND HOMELESS YOUTH FORUM OF LOS ANGELES

#### **6a. High-Quality Case Management**

Several LEAB and HYFLA members emphasized a need for case managers to be better trained in supporting clients. Participants acknowledged that case managers play a critical role in helping individuals receive and maintain their housing. However, several participants felt that the case managers they had worked with were unresponsive to their needs and needed better training and supervision. Additionally, participants wanted a more straightforward way to hold neglectful case managers and service providers accountable.

Participants stated that they wanted case managers who were (1) culturally informed, (2) cross-system navigators, and (3) equipped to support their client with improving essential life skills. Lastly, participants emphasized the need for case managers to stay in their position for multiple years to support clients' long-term goals.

#### **6b. Require Mandatory Life Skills Programs for Housing**

Many HYFLA and LEAB participants emphasized a need for mandatory life skill programs for individuals being housed. Participants stated that many individuals are being housed without the skills to complete critical tasks (i.e., managing bills, cooking, grocery shopping). HYFLA and LEAB participants strongly recommended that HI establish a dignified process for providing individuals with the skills necessary to sustain housing long-term. Participants suggested that housed clients should not exit a program until they have demonstrated self-sufficiency.

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### CITIES AND COUNCIL OF GOVERNMENTS

#### **6c. More Support for Non-Eligible HUD Cities**

COGs and city participants stated that several cities do not qualify for HUD funding due to their population size. As a result, smaller cities are more dependent on local funding and technical assistance to effectively address homelessness in their community and the county broadly.

#### **6d. Cities Prioritizing Their Homeless Population**

COGs and city participants expressed wanting to prioritize housing individuals



experiencing homelessness within their city before opening their interim and permanent supportive housing stock to non-city residents. For example, some participants stated that their city only has 50 people identified as experiencing homelessness, but that the city had no control over ensuring that those 50 people would be housed in the CES system and placed locally.

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## HOMELESS INITIATIVE LEAD DEPARTMENTS AND AGENCIES

### **6e. Increasing Vouchers for Individuals Experiencing Homeless with Low-Acuity Scores**

Participants questioned the effectiveness of using acuity scores to determine access to housing vouchers. Participants felt that individuals with low-acuity scores and a higher likelihood of maintaining housing are being forced to endure traumatic experiences of homelessness. Participants recommended increasing the percentage of low-acuity participants that receive vouchers as a method for curbing chronic homelessness and increasing long-term housing retention rates.

### **6f. More Measure H Funding for Mainstream Systems**

Participants felt that mainstream county departments lacked sufficient resources to expand programming to support people experiencing homelessness. Some participants recommended that mainstream systems receive Measure H funding to incorporate this target population.

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## EXECUTIVE DIRECTORS OF HOMELESS SERVICE PROVIDERS

### **7g. Hesitant to Overhaul the Homeless Initiative Strategies**

Participants acknowledged that the Homeless Initiative Strategies needed to be modified. However, the executive directors of homeless service organizations were concerned that a major overhaul of the strategies would not yield better results.

- **Training Mainstream Staff:** CES Executive Directors (Eds) shared that it would take considerable time to adequately train county staff to support individuals and families experiencing homelessness. While CES EDs welcomed additional funding to train county staff formally, a framework that dramatically increased mainstream agencies' Measure H funding could impact service providers' resources for serving people impacted by homelessness.
- **Duplication of Resources in Cities:** EDs were also concerned with cities expanding their direct services to address homelessness. They feared that cities would run the risk of duplicating outreach efforts and utilizing outreach methods that criminalize individuals experiencing homelessness.

- **Loss of Continuity:** EDs stated that it took several years to learn how to navigate the current Measure H strategies and expressed worry that learning to navigate the intricacies of the new framework would take away from their ability to serve.

## **7h. Prioritizing Resources for Housing Retention**

Participants explained that while service providers have housed a record number of people experiencing homelessness, there is a need for additional resources to provide PEH with the long-term services necessary to keep them housed. Participants stated that service dollars under Measure H are not enough to retain participants long-term. Participants recommended more retention specialists within organizations.

## **7i. The County Must Mitigate Risk for Service Providers**

EDs stated that nonprofit service providers are enduring significant and unnecessary financial and legal risks. Participants called for the county to mitigate this risk by making the following modifications:

- **Higher Funding Allocations for Case Management:** While service providers want to increase salaries for their frontline staff, their current funding allocations make it challenging to increase case managers' salaries while decreasing their caseload.
- **Increase Funding Flexibility:** EDs stated that most county funds are narrowly earmarked for client services. As a result, the funds often do not cover the administrative cost nor various miscellaneous expenses accrued in supporting clients' needs. A lack of funding flexibility forces organizations to have to informally braid their existing, external funds to projects that are meant to be fully covered by county contracts.
- **Faster Turnaround on Receivables:** Service providers stated that they are sometimes carrying receivables for over 100 days. Tardy payment decreases nonprofits' "cash on hand" and negatively impacts the organization's ability to plan. This issue can be debilitating for smaller community-based organizations.
- **Mastering Leasing:** EDs were the most prominent advocates for a master leasing program run by the county. Some individual service providers have started master leasing programs; however, they are entering multi-year leasing contracts with property owners based on projected funding and soft funding from the county. A dependence on soft funding, coupled with legal liability associated with master leasing, is placing significant stress on organizations who are already responsible for providing critical services.

## APPENDIX A: FOCUS GROUP PROTOCOL QUESTIONS

### GENERAL SPA ENGAGEMENT SESSION QUESTIONS:

1. Of the 16 consolidated strategies, which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
2. What are the most impactful ways that the County's mainstream County systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
3. Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
4. How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
5. Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?

### LAHSA'S LIVED EXPERIENCE ADVISORY BOARD AND HOMELESS YOUTH FORUM OF LOS ANGELES ENGAGEMENT SESSION QUESTIONS:

1. Of the 16 consolidated strategies, which do you think are most impactful in increasing flow through to permanent housing? Which will be most effective for people who are persistently homeless?
2. When at-risk of homelessness, did you have access to any of the County's mainstream systems (Department of Public Social Services, Department of Health Services, Department of Mental Health, Criminal Justice System, etc.), and were they able to provide you with resources around staying in your current living arrangement? What resources were provided to you, if any? What did you feel like you needed?
3. In the strategies, where are there opportunities to ensure that resources are distributed in a racially equitable manner?
4. How can the 88 cities and the County maximize exits into permanent housing? Imagine you are able to create housing, what would it be, and what population would it serve? Be creative, there are no wrong answers or ideas.

5. Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear? Were there programs that you know worked that no longer exist?
6. What strategies are helping you maintain housing? What barriers have you encountered to maintaining housing? Do you still use county agencies to retain your housing placement?

#### HI IMPLEMENTATION MEETING – COUNTY DEPTS/AGENCIES' ENGAGEMENT SESSION QUESTIONS:

1. What aspects of the homeless re-housing system need to be adjusted or enhanced in order to increase flow through our system with exits to permanent housing? What changes to the homeless rehousing system would be most impactful in ensuring that we are properly serving people who are persistently homeless?
2. What would enable the County's mainstream systems (e.g., health and social services) to maximize their impact on homelessness prevention and increase their ability to serve people who are experiencing homelessness?
3. How can we use this moment to advance racial equity within our homeless services system? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
4. What do you see as the optimal role of cities in our efforts to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
5. Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?

#### EXECUTIVE DIRECTORS' ENGAGEMENT SESSION QUESTIONS:

1. What aspects of the homeless re-housing system need to be adjusted or enhanced to increase flow through our system with exits to permanent housing? What changes to the homeless rehousing system would be most impactful in ensuring that we properly serve people who are persistently homeless?
2. What are the most impactful ways that the County's mainstream systems (e.g., health and social services) can prevent homelessness and serve people experiencing homelessness?

3. How can we use this moment to advance racial equity within our homeless services system? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
4. How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
5. Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?

#### CITIES AND COGS ENGAGEMENT SESSION QUESTIONS:

1. How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
  - A. What barriers does your city/region face in increasing the supply of PH and IH? How can the County partner with cities to help overcome these barriers?
  - B. Are there unique barriers to placing permanent housing vs. interim housing in your city? If so, what are the unique types of support needed for each?
2. Within the homeless re-housing system, are there strategies that you think are most impactful in addressing the city's concerns related to homelessness?
3. From the perspective of cities, what are the most impactful ways that the County's mainstream systems (e.g., health and social services) can prevent homelessness and serve people experiencing homelessness?
4. How can we use this moment to advance racial equity within our homeless services system? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
5. Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or that remain unclear?

## APPENDIX B: INFORMATION ON EVEREXCEL AND SESSION FACILITATORS



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### EARL EDWARDS, PROJECT LEAD

Earl is the CEO of EverExcel Consulting, a national consulting firm dedicated to working with institutions and organizations across multiple sectors to improve outcomes for marginalized populations. With a focus on education, housing, and racial equity, he guides his partners through several processes for complex systemic change using qualitative research methods. For example, Earl led Los Angeles County Housing

Authorities' qualitative research evaluation on Black people experiencing homelessness. The report's qualitative findings were interviews, focus groups, and townhalls with over 200 people, including nonprofit CEOs, individuals experiencing homelessness, religious leaders, case managers, and concerned community members. The report resulted in the shift of millions of dollars in resources for Black people experiencing homelessness. The United States Interagency Council on Homelessness recognized the publication as a "roadmap" for conducting community-centered research toward racial equity. The state of Ohio and cities like San Diego and San Francisco are replicating the study's methodology.

Recently, Earl has led Los Angeles County Chief Executive Office Homeless Initiative Division through a year-long series of racial equity training and the development of their own data-driven racial equity action plan.

Earl is also an active homeless researcher and is currently a committee member of (1) the University of Southern California's (USC) Homeless Policy Research Institute, (2) USC Homeless Policy Research Institute's Racial Equity Subgroup, (3) The National Racial Equity Working Group on Homelessness and Housing and (4) the Antiracist Research and Data Team to End Homelessness. In addition to committees, he serves on the board of directors for the supportive housing nonprofit Brilliant Corners, co-located in the Los Angeles and San Francisco area.

Earl J. Edwards holds a bachelor's degree from Boston College, a master's degree from Teachers College, Columbia University, and is a doctoral candidate in the Urban Schooling Division of the UCLA School of Education and Information Studies.



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## REBA A. STEVENS, FACILITATOR

Reba Stevens is dedicated to using her lived experience as a homeless individual for 21 years to advocate for lasting solutions to homelessness and represent the voice of lived expertise in many forums. Her relentless focus on the magnitude of mental health and substance abuse amongst people experiencing homelessness is founded in her own experience. A diagnosis of her mental health condition was the lynchpin to her successful road to recovery and journey out of homelessness. As a result, she possesses a unique understanding of the mental health, criminal justice, and substance abuse treatment systems in Los Angeles County. Her goal is to ensure that mental health and substance abuse screenings and treatment are funded, accessible, and embedded in all the facets of service delivery for people experiencing homelessness as well as those who are now housed after being homeless.

Reba's activism and profound knowledge are demonstrated in numerous cross-departmental appointments to strategic and major bodies that drive policy and practice in homelessness, mental health, criminal justice, and substance abuse areas. She currently sits on the Los Angeles Homeless Services Authority, Homeless Advisory Board, the Los Angeles Regional Homeless Advisory Council, the Los Angeles County Department of Mental Health, Service Area, 6 Advisory Committee, the Los Angeles City & County Office of Diversion and Reentry Prop 47 Steering Committee, the LAHSA Ad Hoc Committee on Black People Experiencing Homelessness, the Los Angeles County, Department of Mental Health Commission, the Los Angeles Homeless Services Authority, Continuum of Care Board, the LGBT South Community Advisory Board and the SPA 6 Homeless Coalition. Reba was also one of 50 members on the Measure H roundtable.

Her unabashed voice for equality and humility in serving our homeless and formerly homeless neighbors is largely documented in print and broadcast media such as the Los Angeles Times, Los Angeles Daily News, NBC Universal, Free Your Mind Projects Radio Show, KABC-AM (AM790), Hope on The Horizon MHSOAC News Publication, Making Sense of Measure H: Dr. Mitch Katz and Reba Stevens with Pat Prescott (94.7 The Wave), Unsheltered... New Possibilities TEDx Crenshaw (Ted Talk), and Strategic Concepts in Organizing & Policy Education (SCOPE).

Reba is a Los Angeles native, mother of 4, and the owner of two lovely Boston Terriers, Sage and Star.



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## SAGE JOHNSON, FACILITATOR

Sage Johnson is a community advocate for youth and LGBT community members impacted by homelessness. Sage believes that young people within the homeless system deserve a second chance at life, and being homeless is more than being a faceless number assigned to services. Being unhoused is much more than just a label thrown on people who are often overlooked and thrown away. Navigating the system as a young adult is difficult due to limited life experiences and a solid

support system to fall back on during tumultuous times. Having spent six years as an advocate and three of those years in a homeless shelter, Sage had to get heavily involved with her case plan and find out how the system could best serve her and make sure that her first time in a shelter would be her *only* time in a shelter. Getting acquainted with the other youth in the housing programs highlighted the recurring theme of youth homelessness being much more complicated than coming to Los Angeles to “follow the Hollywood dream.” Sage saw where the shelters could be improved with member relations. From that point, she met with her peers to advocate for more visibility within the homeless system, which included having an active voice regarding funding for more services and youth-specific housing opportunities. Youth homelessness is unique and should be treated as such, or as Sage would say, “Youth homelessness can make or break the cycle of chronic homelessness, so let’s get it right this time around.”

Sage’s work and accomplishments include but are not limited to: serving as former chairperson for both the Los Angeles LGBT Center’s Youth Ambassador Coalition and the Los Angeles Homeless Services Authority’s Homeless Youth Forum of Los Angeles (HYFLA); a former board member of the Hollywood Homeless Youth Partnership, SpeakUp! Advocates; and currently serving on the boards of Los Angeles Coalition to End Youth Homeless (LensCo) Youth Expert Board, SpeakUp!’s Lived Expertise Committee, and the National Alliance to End Homelessness’s Consumer Advisory Board.

Sage has held various trainings for youth through the Department of Mental Health, the Central Juvenile Detention Center, the Los Angeles County Office of Education, as well as trainings for youth service providers

Locally, Sage is invested in assisting the next group of young leaders in carrying the torch of visibility and justice in the pursuit of housing and opportunities associated with being a displaced young adult, both currently and formerly unhoused. Sage has been



awarded the Marsha P Johnson award for work and leadership in the LGBTQ community.



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#### DEMONTA THOMPSON, FACILITATOR

Demontea Thompson is a Compton-native and the Executive Director of Together We Inspire – a Los Angeles-based nonprofit that improves educational and career outcomes for current and former foster youth.

A doctoral student at the UCLA School of Education, Urban Schooling Division, his research examines how educational institutions can facilitate success for young boys and men of color who have had interactions with the child welfare and justice system. He is a qualitative researcher for the UCLA Black Male Institute and The Pritzker Center for Strengthening

Children and Families.

Demontea received his master's degree in education from the University of Southern California (USC) and his undergraduate degree in business management from Cal State Northridge (CSUN).



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#### ELIANNY EDWARDS, FACILITATOR AND ANALYST

Elianny is the CEO of EverExcel Consulting, a national consulting firm dedicated to working with institutions and organizations across multiple sectors to improve outcomes for marginalized populations.

Her research and scholarly interests include school safety at the intersections of race, class, and gender, critical wellness and academic outcomes of Students of Color, and culturally relevant and sustaining teaching pedagogy. Elianny C. Edwards has led workshops on increasing school safety, addressing student trauma, and employing a racial equity lens within institutions. An expert in qualitative and quantitative methods, Elianny is a researcher for the UCLA Black Male Institute. Her research has been featured in media outlets like the LA Times, NPR, EdWeek, and EdSource. Elianny has used her expertise in research to work alongside different community organizations. For example, she has conducted qualitative program evaluations for organizations like Concerned Black Men of Los

Angeles and authored a program proposal for the Police Free Schools Coalition, Los Angeles.

An Afro-Latina born and raised in New York City, Elianny is a first-generation alumna who has committed her life to bridging research and practice to improve equity, access, and outcomes for disenfranchised communities. Elianny is a doctoral candidate in the Human Development & Psychology division of the UCLA Graduate School of Education and Information Studies. She received a master's degree in education from UCLA and a bachelor's degree in clinical psychology and child development from Tufts University.

## APPENDIX C: SHIFTING FROM “PERSISTENTLY HOMELESS” TERMINOLOGY

As a consulting team, we advise CEO-HI to replace the term **Persistently Homeless** with **Persistently Underserved**.

The term “**persistently homeless**” emphasizes an individual’s behavior. *Persistently homeless* can connote that an individual is intentionally resisting service. This framing feeds into the current narratives of individuals experiencing homelessness having character flaws that cause their persistent homelessness. For example, when I hear the term “persistently homelessness,” the questions that come to mind are: “Why are they so persistent at becoming homeless? Why are they not taking advantage of the services provided?” The term affirms the sentiment that some individuals *choose* to be homeless.

We recommend using the term “**the persistently underserved homeless population**.” The emphasis of this term is “underserved” and connotes a systems/service problem. The term *persistently underserved* leads to questions like: “Why are they underserved? How can we better serve this population to prevent them from becoming chronically homeless?” *The Persistently Underserved Homeless Population* term aligns with recent literature that reports a large subpopulation of individuals who are homeless that are leaving homeless services due to program misalignment, inadequately case management services, and/or safety (see Milburn, Edwards, & Obermark, 2020 report [here](#))

# Homeless Initiative Strategy Reassessment: Public Comments

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
1	There is no personal accountability in these strategies. With no skin in the game, homelessness will continue because there is no personal incentive to stay housed. The inability of mentally ill individuals to care for themselves must be addressed and a solution (institutions) implemented post haste.
2	Housing subsidies and rental market access
3	Housing
4	Some people that are persistently homeless don't want to live in housing with "rules". Until you figure out how to let them do drugs, smoke, and drink inside an assisted living, then the problem will always be there. The city already issues homeless people clean needles to do drugs, might as well let them do it inside...
5	The most effective response would be addiction treatment, job training and placement, AND not allowing ppl who just want to live on the streets to do so. We all wish we could just live free and not pay rent etc but that's not how it works.
6	None of the above is effective.
7	To prevent homelessness, institute a program in which no one who is facing homelessness post-incarceration should leave County Jail without a plan for housing.
8	I have been trying to get housed. No one will help me. All I hear from St Joseph Center Is is that there is no money
9	supportive housing services
10	Cut out all of the rhetoric and diagrams and start doing the work. I don't see anything in there for mental health services or housing or drug treatment facilities.
11	Supportive housing and case management. But until the broken mental health system is fixed we will never be able to effectively impact the homeless problem. People exit the mental health system daily and resort to homelessness.
12	Homeless Rehousing System and Mainstream Govt. systems
13	We need to house people immediately and then follow up with supportive services. (4, 5)
14	Strategies, behaviors.
15	supportive housing services and housing navigation
16	Coordinate, prevent, and connect.
17	In 2020, among 80% of those who were unhoused in LA County, 59% cited economic hardship as the reason they become homeless. Investments in workforce and employment services can help prevent homelessness and keep those who have recently experienced homelessness stably housed. Because without a job, without an income, without the skills they need to sustain employment, people are much more likely to slip back into homelessness. Prevention has become even more critical and a good paying job is essential. The economic recovery from this pandemic will not be easy or quick, but with programs like LA:RISE, we can get people back to work, help rebuild the infrastructure of our communities, and prevent a further escalation of the homelessness crisis. We support a HI strategy in which everyone has the opportunity to work and thrive.

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
18	Prevention should be the focus to decrease the number of people entering or reentering housing. Prevention should include increased flexibility to move/transfer a housing certificate, ability to receive substance use service in the field including in individual's home, identifying tools to asses risk of losing housing and corresponding interventions, and faster turnaround on financial assistance. Stabilization would be closely related to prevention and would target decrease of isolation, strength-based approaches, faster turnaround on financial assistance, access to vocational, education, volunteer and job apprenticeships with stipends to increase income and meaningful roles.
19	Probably Participation of Cities.
20	The strategies are clear, but there should always be flexibility in the implementation. Although the plan may work on paper, there should always be room to make adjustments when providing services.
21	Many of the persistently homeless individuals are in need of PSH. We need more PSH for individuals with case management and mental health services on site. The process of going from interim (shelter) to permanent housing is difficult for individuals who are persistently homeless.
22	Rather than view the traditional pathways into homelessness, look at future trends or you will be fighting past wars with losing strategies. The cradle-to grave employer funded social support model is dying. Future employment will be more fluid and adaptive to changing forces. Gig work has been replacing "permanent" employment for years - long before the word "gig" has been in existence. Housing, medical care and other social support models have to change to accommodate this change. Homelessness and mobile living are inevitable results of not recognizing and providing for these changes. Maybe you should be helping the homeless acquire a vehicle then signing them up for work-camping employment like Amazon warehouses which have seasonal demands for employees. I can't imagine there is much success finding the elusive "permanent" employment for much but the very few.
23	strategy 4 and 5
24	Interim, transitional housing (like tiny home vilages)
25	Permanent Supportive Housing, Supportive Housing Services, & Access to SSI benefits
26	Homeless Rehousing because they are working closely with persons experiencing homelessness and building trust with the population.
27	Objectively it is effective but the type of housing/accommodation & location plays a vital role so an individual will accept the services & assistance available.

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
28	<p>Part of homeless population have or are mentally ill. Housing them without support from Medical and Psychiatric Doctors as well as social workers will continue for them to be homeless. Operators for licensed Adult Residential Facilities (ARF), like myself, can assist in placing those qualified in these homes. The issue is there are not enough facilities because apartments or hotels need conditional permits from the city to operate these facilities.</p> <p>A suggestion can be that the city or county purchase these apartments or hotels, have the city approve the use as an ARF and have these operated by individuals like myself as the licensee. As an incentive, the licensee has an option to buy the property at an agreed price, or donate it to the licensee after 10 year.</p> <p>Note: Adult Residential Facilities (ARF) are licensed by the Department of Social Services serving residents 18 to 59 years old. Meals are served and services including access to Medical and Psychiatric Doctors, activities.</p>
29	<p>In 2020, among 80% of those who were unhoused in LA County, 59% cited economic hardship as the reason they become homeless. Investments in workforce and employment services can help prevent homelessness and keep those who have recently experienced homelessness stably housed. Because without a job, without an income, without the skills they need to sustain employment, people are much more likely to slip back into homelessness. Prevention has become even more critical and a good paying job is essential. The economic recovery from this pandemic will not be easy or quick, but with programs like LA:RISE, we can get people back to work, help rebuild the infrastructure of our communities, and prevent a further escalation of the homelessness crisis. We support a HI strategy in which everyone has the opportunity to work and thrive.</p>
30	<p>The stabilize strategy. They need effective case management that flows across providers</p>
31	<p>The Center for Employment Opportunities (CEO) provides justice-involved individuals training and wraparound vocational services immediately upon release. The individuals we serve face the most significant barriers to finding and keeping employment. Coupled with the restrictions on public housing based on particular convictions, our participants face extreme housing instability. Programs like LA:RISE are proven to work. Investments in workforce and employment services can help prevent homelessness and keep those who have recently experienced homelessness stably housed.</p> <p>In the last year throughout the pandemic, CEO was able to serve over 200 individuals in our Los Angeles site. Of those, 115 participants were placed in permanent full-time employment within the community and received an average wage of \$18.30 at placement. Without the support CEO and other service providers, individuals without a job, without an income, and without the skills needed to sustain employment are much more likely to slip back into homelessness. Prevention has become even more critical and a good paying job is essential. The economic recovery from this pandemic will not be easy or quick, especially for individuals with justice involvement, but with programs like LA:RISE, we can get people back to work, help rebuild the infrastructure of our communities, and prevent a further escalation of the homelessness crisis. We support a HI strategy in which everyone has the opportunity to work and thrive.</p>

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
32	In 2020, among 80% of those who were unhoused in LA County, 59% cited economic hardship as the reason they become homeless. Investments in workforce and employment services can help prevent homelessness and keep those who have recently experienced homelessness stably housed. Because without a job, without an income, without the skills they need to sustain employment, people are much more likely to slip back into homelessness. Prevention has become even more critical and a good paying job is essential. The economic recovery from this pandemic will not be easy or quick, but with programs like LA:RISE, we can get people back to work, help rebuild the infrastructure of our communities, and prevent a further escalation of the homelessness crisis. We support a HI strategy in which everyone has the opportunity to work and thrive.
33	free housing
34	Connect:
35	House
36	None of the above
37	My name is David Jordan. I am a board member of the Westlake South NC. <del>david@betterwestlakesouth.org</del> Wow! This is the wrong question. Problem #1 with this crisis. No one owns the solution. This many decades with overlapping government entities and countless non-profits, etc all approaching parts of the crisis with piecemeal solutions has proven to be completely ineffective. We need to follow the example of NATO. Each government entity agrees to pool resources and give control to a supreme allied commander who has the power to take comprehensive and decisive action. The answer isn't which step is most important, it's how to get a comprehensive solution in place so no one is left to sleep, defecate, and die on the street.
38	the current system is broken- depending on Non Profits to do the job is not acceptable
39	If the CES was truly coordinated, and or coordinated with other agencies outside of homelessness like dcfs/dmh/dhs perhaps things would be smoother, we would have access to all available programs or what they qualify for, but other than that, prevention is a factor to decreasing homelessness numbers
40	Homeless rehousing - needs to expand outreach, and increase capacity, reduce barriers to intake etc.
41	Housing immediately is key for this crisis. With social service access at the home.

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
42	<p>Increase flow: issue money as "matching grants" to cities. Don't just hand them money. Only give them money as a reward for rezoning to increase supply of affordable housing, including compliance with SB 2, RHNA, and the Fair Housing Act.</p> <p>Persistent homelessness: need to succinctly explain to the public realities of mental health services. DMH's director says we need 8,000 mental health beds when we currently have 4,000. Who will fund the other 4,000? How much would it cost? What is the cost of our 4,000-bed shortage upon DHS and the Sheriff's Dept?</p> <p>Likewise, raise public awareness of the Lanterman-Petris-Short Act. Let the public know LAHSA, the County, the Mayor of LA etc do not set the rules on when someone is eligible for involuntary mental health treatment. Explain the current rules, and make clear the only authority that can change them is the state legislature. State that changing the rules won't get us far if we continue to lack funding and beds to stabilize people after their 5150 holds expire. Raise awareness of hospital dumping. Have the County Counsel &amp; City Attorneys coordinate and crack down on hospitals, board-and-cares, and nursing homes that dump patients. If necessary, ask the state legislature to increase penalties and/or funding to deter such practices.</p> <p>⌋</p> <p>Mental Health (mainstream): raise salaries of clinicians. Master's level clinicians could make more managing Taco Bell franchises, literally. Make that clear to the public: we get what we pay for. Pay terrible wages to workers, and have them classified as nonprofit staff without benefits instead of County staff...don't be surprised at an exorbitant rate of staff vacancies and turnover. Require each DMH subcontracting nonprofit to report its vacancy rates for DMH-funded positions to the Homeless Initiative annually. Report aggregated totals (perhaps by SPA) to the public.</p> <p>Mental health and SUD: explain to the public that the state (DHHS) and federal (CMS) governments have much more say over what services do and do not get funded by DMH/SAPC than city and County officials. Federal rules do not allow us to build inpatient mental health facilities with more than 16 beds, but building a facility that small is uneconomical. It would be as if we passed a rule that theme parks and airports can only be built with 16 seats each--none would get built or remain financially viable.</p> <p>Likewise, MediCal does not allow for SUD nonprofit staff to conduct direct outreach at homeless encampments. Federal money can assist homeless people who somehow get to a rehabilitation center, but not to conduct outreach. We either need to get Congress to ditch that restriction, or fund such outreach ourselves. The need is present for all to see.</p> <p>SUD: SAPC has 3.5 FTE, a scandal. Publicize that. Allow the public to see our shambolic level of funding. Collect and report data on median front-line staff pay to the public, along with front-line job vacancy data. Raise pay for these workers, many of whom live in poverty and pull from a deep well of knowledge of the communities they serve.</p>



Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
[42]	<p>SUD: Have elected officials explain to the public that MediCal generally only allows people to stay in rehab/residential treatment for 30 days. It can take 30 days for the physical process of someone's body to recover from addiction to occur, much less actual recovery. Why are we expecting people who get into a rehab bed to find market-rate housing within 30 days while they are undergoing an intense physical, emotional, and spiritual process? How many renters who are not homeless could find a new unit in 30 days with the current lack of supply and low vacancy rate?</p> <p>SUD: What is the number of SUD beds we have countywide funded by SAPC? How many do we need? Based on what data? Fund research measuring changes in 9-1-1 calls to local police and Sheriff's Departments reporting overdoses and other addiction-related issues year-over-year. Calculate and publish the percentage of total 9-1-1 calls, hospitalizations, and deaths within the County (among housed and unhoused) pertaining to addiction. Compare level of SAPC funding to this cost estimate. Publicize cost to DA's office (under Lacey) and local police of prosecuting lower-level drug crimes vs. how many beds that would fund if SAPC got the money instead.</p> <p>SUD: Track number of sober living houses administered by SUD providers, including number of beds, zip code, SPA, and restrictions by gender or age group. Track year-on-year change in beds available by SPA. Create interactive feature to display this information online.</p> <p>Cities: each of the County's 19 housing authorities should publicize the number of households they have leased up under federally-funded vouchers (VASH, S+C, Section 8, PSH), change in households served year-over-year, change in federal funding year-over-year, and change in market rent year-over-year. Publicize the number of households on each waitlist, the ratio of waitlist households to households with vouchers who leased up, and median months between submission of voucher application and successful lease-up with first Section 8 payment to property owner. This information, for all 19 PHA's, should be available on ONE website, in ONE table, with ONE consolidated map.</p> <p>Cities may not want to publicize the number of vouchers they set aside for homeless applicants claiming the homeless preference, but LACDA should require this of PHA's that participate in its coordination sessions and use its move-in funds. Measure H or state money should augment inadequate federal funding for supportive services for voucher recipients.</p> <p>Cities: City Implementation Grants, or their successor, should fund systemic changes: expanding supply of affordable housing, whether naturally occurring or subsidized. Have cities submit bids against each other for larger implementation grant amounts. Award the grant to the cities offering the most concessions in reducing minimum lot size, parking requirements, ADU setbacks, and fees for pulling permits for the above. Do NOT fund one-off projects or pilots with Measure H money. Philanthropists can fund that instead.</p>

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
[42]	<p>Cities: fund firms such as United Dwelling, Homestead, Building Blocks, and LA Más directly. Do not fund cities to do things these firms can do faster and better. Fund the firms to provide consulting services to cities, or reimburse Cities for the consulting services these firms provide, to make sure cities actually implement their recommendations. Fund replicating the LA Affordable ADU pilot in other jurisdictions. Fund replicating the San Diego affordable ADU zoning overlay policy (for example, paying for the CEQA/EIR review) for interested cities. Develop and fund pre-approved ADU, SRO, duplex, and shared housing floor plans and design plans. Tie other sources of County Measure H funding to local jurisdictions accepting and allowing the pre-approved plans to increase affordable housing supply.</p> <p>Cities: incorporate existing RHNA compliance information on HCD website, and add it to the LAHSA and County websites. Develop an interactive online tool for residents to compare the number of jobs their local city has added according to the US Census Bureau, to the number of housing units the jurisdiction added during the last RHNA cycle. Make that data available with a downloadable Excel dataset and Countywide clickable map.</p> <p>Cities/Outreach: scale back homeless outreach funding. There is no point funding outreach to homeless residents when the outreach workers have no housing or shelter units available. Eliminate HET teams. They are being used for political purposes by LA City Councilmembers. They are deployed based on petty, moment-by-moment political considerations, rather than based on objective data or need. Publicize median staff pay and median job vacancy/turnover rate by SPA among outreach team staff annually.</p> <p>Cities/Outreach: Eliminate LA HOP. No one responds to LA HOP requests, even for government staff or other service providers. LA HOP exists at this point to show the public it exists. Residents use LA HOP to submit nuisance requests, which is not its intended purpose.</p> <p>Cities: Set aside pots of money, ideally at least \$1 million annually, that cities can only qualify for if they repeal ordinances that criminalize sleeping, walking, sitting, and so forth. Establish discretionary funding streams that the County can cut to cities that pass ordinances like LAMC 41.18 that waste taxpayer resources chasing false "solutions" to homelessness.</p> <p>Cities: Fund research that aggregates and updates how cities criminalize homelessness annually. Which cities ban vehicle dwelling across the entirety of the jurisdiction? How does this drive homelessness into low-income renter neighborhoods, especially in the City of LA, with a history of redlining, criminalization, and predatory leasing? Compile and publicize maps of the County showing which cities are not complying with Boise vs Martin. Transpose this against which cities are not complying with RHNA.</p> <p>Interim housing: fund permanent housing over interim housing. So long as we refuse to allow affordable housing supply to increase, we will always be desperately short of both permanent and interim housing. Interim housing, of course, comes with much greater expenses and is feasible for fewer unhoused people. Center voices of people with lived experience in explaining why unhoused people often have excellent reasons NOT to go into interim housing arrangements: curfew, bed bugs, staff vacancies and turnover, and so on.</p> <p>Mainstream agencies: track evictions annually. Publish data by City/neighborhood. Create an interactive map online showing clusters of evictions.</p> <p>Cities: establish financial reward, or preference points for competitive funding, to cities that pass a ban-the-box ordinance for apartment applications. Fund secret shoppers (CES clients or people with lived experience) to identify landlords that reject housing vouchers/RRH money in contravention of state law. Prosecute them.</p>

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
43	I have no experience basis for answering questions about 'most impactful' or 'most effective'.
44	#2 Prevent
45	5 - A housing (building) that has medical team(psych etc.), employment & family support
46	<p>I do NOT agree with the very idea of giving people so-called "exits to permanent housing?" THIS is a problem in and of itself and this type of thinking only makes to problem WORST and contributes to this pervasive sense of entitlement. A huge majority of the homeless are migrants and transplants from OTHER cities; towns and states that are less tolerant of vagrancy; drug addiction and all the other things that draw the homeless and the soon-to-be homeless to Los Angeles like moths are drawn to fire!</p> <p>This thinking only creates a mindset that essentially says that there is NO consequence to our poor choices and if anything, we will be REWARDED for choosing DRUGS over BOOKS or doing whatever is necessary to improve our station in life!</p> <p>HOUSING is NOT the issue here! The two basic issues are DRUG ADDICTION and MENTAL ILLNESS! And both are treatable! There are very FEW who are just completely dysfunctional and incapable due to some natural chemical imbalance of illness! The ONLY thing that has ever been proven to WORK is a TOUGH LOVE approach! And this idea of forcing the productive members of society who struggle to pay the every-rising cost of housing in California to just fork over our money to house the drug addicts is insanity!</p> <p>Any and all housing programs should be TEMPORARY at BEST! They also should be CONDITIONAL! We should take advantage of the fact that IF we provide ANY semblance of housing that it should ALWAYS come with strict preconditions and we should ALWAYS use this relationship as a way to FORCE those who are in dire need of HELP to finally GET it!</p> <p>Anything short of that is just trying to put out a brush fire with gasoline, or a grease fire with water!</p> <p>IF YOU WANT TO HURT THE HOMELESS Give them free "PERMANENT housing" unconditionally. You will have created an 'attractive nuisance' in your community and it's a guarantee of "success" without effort (in their mind).</p> <p>IF YOU WANT TO HELP THE HOMELESS Give them TEMPORARY housing ...conditionally and use it to separate them from their addiction source and all that appeals to them. Require them to take measures and steps to become productive and independent like every other ADULT citizen is expected to do. (They are PEOPLE not projects!) Ensure that it is NOT someplace that they will want or desire to live for very long. Ensure that it is small; cramped and LESS desirable than the housing that they COULD potentially get on their own, with our HELP!</p>

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
47	Not sure. As long as you are perpetuating consumerism, the primary beneficiaries will be greedy developers. Set policy to make more room for non-profit development with special provisions for prevailing wage and Davis Bacon requirements so that affordable ownership can transpire. As long as you keep seeking rental solutions, the problem will simply continue to grow and fester. Also, the constant bantering back and forth about homeless theory and academic solutions, the more the problem will continue to grow. What works in theory seldom works in practice without iterative adjustments.
48	CES is terrible. I am chronic homeless and a college student. It's so hard to get a case worker in any part of the city. Just because I'm not in Spa 4 that means I can't get services there unless I am referred by another Spa.
49	Send them to Iran to teach them how to make a living and not to be cockroaches of the society.
50	<p>Your solutions are too complicated. The answer to this complicated issue is very simple if we see it in linear fashion.</p> <p>We have an over abundance of shipping containers because of our trade deficit with Asia. These are very well built sturdy prefabricated structures that have the additional advantage of being stackable.</p> <p>I've been thinking about this for years and have multiple designs in mind, but the long and short of it is it is a way to put 200 people in a footprint of an acre or less, and it's portable.</p> <p>People just need a safe place to sleep, which means a private room, a place to keep a few critical belongings, which means secure access, and a way to stay clean, which means on each floor of the temporary building a container is dedicated to toilets and showers.</p> <p>I believe even with metal porches, fire suppression systems, freight elevators, prefabricated staircases, hvac for each room, doors, windows and ergonomically designed space saving rooms these towers can be built for less than \$2,000,000 ea.</p> <p>Of course special zoning would be required, and pylons for structural stability which means semi permanent land use changes for what are really "emergency temporary shelters", but they could be put up very quickly, which means enforcing vagrancy laws would protect property values.</p> <p>So HOA's and business people could be promised that win/win situation that solves people camping on the street without permanent homeless housing being built in their local neighborhood driving down the desirability of their private property. As quickly as they can be set up, taking them down could be even faster, if the particular location became a chronic problem or crime center.</p> <p>Once the initial production of these "Step Up Towers" is in place and people have been removed from the street, then the social service requirements to assist them re enter work and housing or be directed to mental health services should be more obvious on an individual basis.</p> <p>Getting people off the street from a tactical viewpoint is simple, but once you have done that without wasting a lot of resources that gives you more of an ability to finish the complicated part of making that a life changing start. Let's not overthink it. Use the principal of centralized planning to solve the first part, then enhance that with the money you saved for personalized services.</p> <p>The shotgun approach in place now is a waste of resources and inefficient. Each 40' container can accommodate 5 8'x8' rooms X 4 to 8 per floor is 20 to 40 people x 9 floors is 160 to 320 per building. The first floor is dedicated to building management and security and maintenance.</p> <p>So this can be a reality for \$4000 to \$8000 per room per resident. That's nothing compared to what the RAND corporation says they are costing taxpayers still being on the street and unsheltered.</p>

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
[50]	<p>1, 4, 5. .  We need to create a tent City. Please do not laugh at this. Call me in to talk to you in person about this.  Out in Palmdale area in a place that is open space , take a 20 mile area and create a tent city.  Stop sleeping on streets and in public places.</p> <p>Many folks living in tents like to. May do not. Regardless , if a person is homeless and wants to live in a tent until they get back on their feet, they can go to the ShangriLA tent city. Free bus service back and forth. A make shift town with point of service resources and torn like vendors can be there too. Support services; schooling, healthcare options and ok'd therapy of social services will be there too. If put to a vote, LA citizens would vote for this. It's not a ghetto as people are free to come and go. But no more sleeping on the streets in LA.</p>
52	I think the strategies have to work together so that a system is created. Right now, we continue to think and work in silos.
53	Targeted prevention, Navigation, and Rental Market Access
54	Prevention
55	<p>The linkage of local/regional outreach efforts to rehousing pathways has the chance to be most impactful. Loss of trust in outreach services for individuals/families who are unhoused starts from outreach that is not coordinated (duplicated and conflicting messages from multiple outreach agencies) and outreach that has no immediate housing to offer. Outreach without housing is a broken promise waiting to happen. Please see best practices from the New York City's Outreach Consortia, where the city government put out competitive bids and selected a single non-profit agency to conduct homeless outreach services for each borough (one agency per borough). No other agencies are funded by the city to conduct homeless outreach, nor do other agencies have access to the same housing services as does the Outreach Consortia. The selected agency is tasked to identify, outreach, engage, and house individuals who are chronically unsheltered. As a psychiatrist and UCLA researcher who specializes in homelessness, I have first-hand experience with homeless outreach, having worked as a psychiatrist in the New York City Manhattan Outreach Consortium, via the organization Janian Medical / Project for Psychiatric Outreach to the Homeless.</p>
56	<p>Employment.  We shouldn't advertise US jobs to South America. Foreign labor should only be allowed if US labor is not available.  This type of advertising is what South Americans see: <a href="https://mx.usembassy.gov/h-2-visa-information/">https://mx.usembassy.gov/h-2-visa-information/</a></p>
57	4 and 5
58	Prevention and connection
59	Link and navigate homeless to a pathway.

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
60	Send them back to their home state
61	These strategies are tackling the problem at an individual level. This framework is why we have the current status quo. We need bold strategies to keep people from falling into homelessness, and there should be a safety net that is automatically provided for any unhoused person. The current bureaucracy has literally killed people.
62	Listen to the client and see what their long time goal is.
63	Connect and stabilize. Today, majority of homeless have mental health issues or are unwilling to follow housing rules. There are ample resources for housing already.
64	Permanent Supportive Housing for Mentally Ill. Time limited Housing For Drug Addicts. Provide Services to those who have fallen on hard times, and get all off the streets.
65	Better people life
66	I believe you are not looking into the true cause of the problem. 1st illegal immigrants given free/reduced cost housing with properties & homes in other countries should be stopped. It's leaving the LA, U.S. citizens nowhere else to go, many within the subsidiary housing are hiding assets, subleasing, hiding income, robbing others who truly have nowhere else to go. When those situations are addressed, monitored, regulated, corrected & enforced there will be more opened housing units, more fairly managed rental payments helping build additional housing.
67	I would like to see data on those who are persistently homeless and whether mental illness and substance use make up a majority of this population - if this is the case we need to partner with healthcare organizations to create Assertive Community Treatment teams with a case manager who sees their client 1-2x weekly in person and a consulting psychiatrist
68	It is a waste of tax payers' money.
69	None
70	Most impactful: CES, Targeted Prevention, Navigation, Interim Housing, RRH, PSH, Case Mgmt Least effective: Problem solving (agencies in many cases are not using for the intended purposes in order to make their outcomes), Access Centers, Outreach (the problem with Outreach staff are spread so thinly across a large subregion – the numbers overwhelm them so they can't spend consistent, quality engagement time with participants. A more effective model is to have them dedicated to a specific city or set of small adjacent cities. If you're looking for ways to fund independent city initiatives, I suggest you reduce the number of LASHA/HET staff. While I value their work, whenever there's a (frequent) "all hands on deck" emergency within the City of LA, our HET team gets pulled into it, leaving the vast areas that are not in the City of LA without outreach services for long stretches at a time.
71	Problem solving

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72	3 and 5
73	Realistic policies. We are failing to address the lack of life-skills many of these people have. We are failing to address their addictions. Even if they are placed in permanent housing they are falling back into homelessness because of the policies that mandate wrap around services merely be “offered”. If this continues, it would be better to keep those at high risk in transitional housing permanently.
74	establish rapport and functionally demonstrate trustworthiness by actually following through on permanent housing in a timely fashion, with compassion
75	Both prevent and house. Provide rental assistance and stop illegal evictions/raises in rent. Find permanent non-carceral supportive housing with storage and the ability for families to stay together.
76	To be honest, it's clear that for decades California has had a very dysfunctional local and state government with elected politicians who have forgotten the reasons why they're in office...TO SERVE THE CONSTITUENTS OF THE STATE OF CALIFORNIA, NOT TO CONSIDER THEMSELVES ENTITLED CELEBRITIES WITH HIGH SALARIES THEY WOULD DESERVE IF THEY DID THEIR JOBS AND ALL THE PERKS AND BENEFITS THAT ARE UNNECESSARY FOR WHAT THEIR JOB DESCRIPTIONS SHOULD ENTAIL...SERVICE AND FIXING EXISTING PROBLEMS like homelessness, tree root raised sidewalks that cause trips and falls, broken asphalt and potholes in the streets, answering public inquiries and responding to public requests. Sorry for the caps and shouting but I needed to make a point! Regarding the homeless, it's a hopeless situation for drug addicts unless the government stops working with drug cartels for greed purposes...this country and the world is out-of-control...EGO and GREED have ruined society for decades and unless people change to a more altruistic outlook, which isn't likely with the exception of a few, nothing is going to change.
77	I agreed to put more budget on 'Targeted Prevention' to prevent homeless to happen and maybe increase shelters as interim if it did happen, but I disagree any housing program to promote permanent homeless situation. Please remember many tax payers even though not homeless, does not even own their own homes. I strongly suggest to put budget on training homeless skills so they can exit homeless status, instead of building housing for them.

Question 1	Of the consolidated strategies for the Homeless Rehousing System (shown above), which do you think are most impactful in ensuring our homeless services system increases flow through our system with exits to permanent housing? Which will be most effective for people who are persistently homeless?
78	<p>To best serve survivors of domestic violence, we need to ensure that survivors are not blocked from CES housing opportunities; that rapid rehousing programs for DV/IPV survivors are sustained and increased; and that emergency shelter funding is deployed to expand the number of DV-specific beds via Strategies B3- Rapid Rehousing; E7-Strengthening the Coordinated Entry System; E8-Enhance Emergency Shelter System.</p> <p>Inasmuch that unsheltered, unaccompanied women wait on average more than 10 years to access stable housing, at a rate twice that of men, it is essential the final strategies are built around individuals exiting to permanent housing solutions coupled with services tailored to their specific needs. The D7-Provide Services and Rental Subsidies for Permanent Supportive Housing strategy is critical for our system to sustain the supports of people we have placed in permanent housing and make possible additional placements coupled with critical services in the future.</p> <p>Achieving personal stability is a critical component to ensuring that women remain housed and permanently break their cycle of houselessness, which is why robust funding for the Los Angeles Regional Initiative on Social Enterprise (“LA:RISE”) through Strategies C7: Increase Employment for Homeless Adults is critical to sustain and increase. Within both the proposed “Prevention” and “Stabilize” categories, there must be formal strategies centering the importance of workforce development and employment services.</p>
79	First question 3. Second questions 2, 4, 5.
80	Pallet shelter
81	advocacy
82	Make sure that encampments do not occur, so that the unhoused are connected with services more effectively.



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83	<p>Suggestion: Prevent – Target prevention services to avoid entry or return to homelessness. House -- Rapidly rehouse using temporary and permanent housing</p> <p>We recommend moving Interim Housing to its own category to not confuse it with a permanent housing solution. This will ensure that the focus remains on permanent solutions and proportionate housing outcomes: It will create strategies that support a balanced system of one interim bed to five permanent housing resources.</p> <p>This also raises the issue of exit strategy for these temporary housing units, which is not addressed in the revamped framework. It leaves the nonprofit partners with unanswered questions on how we can sustain funding for these facilities once the onetime ARP and State funding goes away.</p> <p>By focusing on permanent housing and putting interim housing strategies in their proportionate place as a separate and temporary intervention in the overall response, we will focus on building lasting and long-term systems to address homelessness. The bottom line is we need deeper investments in permanent housing as well as targeted investments in interim housing that provide opportunities to immediately address the suffering of unhoused people living in our communities. The long-term solution - permanent housing must still be prioritized in our resource allocation strategies. To that end, we support the current funding stream provided in D7 to ensure that we help people maintain permanent housing while continuing to rehouse people who are currently homeless.</p>
84	<p>Connect -- it is so important for people to have someone they have had time to get to know and trust to help them navigate the systems that are available to them but feel opaque to access.</p>

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86	<p>Firstly, need to separate homeless into two groups: Group A: With mental, addiction problem; Group B: Without mental, addiction problem. Deal them with different solutions. For Group A, every city helps certain amount of them according to the city's ability and capacity; For Group B, the county need build more treatment facilities in the less expensive areas where have less density. Provide treatment, work skill training, and until they are ready to find a job and support themselves; for those with mental issues, after treatment still not back to normal, the government need to keep them in the facilities and take care of them, or let them stay with families providing financial support to their families who take care of them.</p>
87	<p>Targeting preventive services to ensure the newly housed folks don't return to homelessness.</p>
88	<p>The top service needs that 211 LA callers contact us about is Housing Counseling/Search Assistance. This ties in to Navigation being a strategy that is most effective and impactful for people who are persistently homeless. We receive many calls from people that have connected for services and are eligible to receive assistance, but they are stuck because they need help finding a rental unit. They contact 211 LA for this resource because there is not enough assistance at the CES to help them with this step and helping them navigate through obtaining the assistance.</p> <p>Homeless outreach and engagement services and meeting people where they are also makes a big impact on the person in need and may increase the likelihood of them wanting to move forward with connecting for services. It is very valuable to people to be able to call 211 LA to submit a report so that a team can go out and engage with the person in need, but it would be even better to be able to obtain a status report on previous reports that have been submitted. This would help hold the providers and teams accountable, but also let us know how many reports have already been made to a particular encampment.</p>
89	<p>Provision of mental health services</p>

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90	<p>One of the most critical to increase the efficiency and decrease the time that individuals experience homelessness is a comprehensive regional effort with standardized practices, programs, and an interconnected computer system to track the individual medical, psycho-social, and mental health needs of the individuals experiencing homelessness.</p> <p>It is critical that those experiencing homelessness due not need to go through a separate intake system every time they move to a new city or county. This is tremendously inefficient and fuels mistrust, frustration, and discontent, rather than resilience amongst those the system should be designed to serve. Connectivity through a single system leads to a creative individualized approach and plan to identify better means to assess the challenges and talents of those the system is intended to help.</p> <p>The systems need to be flexible rather than rigid in finding the proper approach to help those experiencing homelessness in our communities. With an integrated regional system with collective, accessible, and the "right" data collected, one can more easily assess what has been working and what hasn't for the individual.</p> <p>Homelessness is an individual personal journey, this has to be recognized by the decision makers and architects of a system designed to limit the amount of time that one experiences homelessness and as equally important to create post-homelessness support mechanisms to ensure that individuals have the social support network necessary to sustain a post-homelessness life.</p> <p>As an individual enters homelessness for the first time it is essential that they be treated with respect, dignity, and as a uniquely talented individual who should not be defined by what they lack or their challenges but by as someone to be valued and supported. There is an opportunity amongst those creating systems and processes to encourage this atmosphere.</p> <p>As homelessness can be a very lonely existence by its nature and its members depression, frustration, and lack of trust of other individuals and systems, can we find a means to overcome these obstacles. Can our society find the means to rebuild a sense of trust between individuals are experiencing relational and financial poverty and their similarly situated neighbors, along with the community at large.</p> <p>It starts by seeing those experiencing homelessness not as a large homogeneous group but as unique individuals as dissimilar as individuals riding a bus together. What questions can be asked at intake to acknowledge said differences, and importantly a person's interests, passions, and talents. How can we offer our neighbors the opportunity to engage with other's that share similar interests, talents, and beliefs.</p> <p>Connecting our unhoused neighbors with housed and other unhoused members of the community on a recreational sports team, running clubs, book clubs, hiking clubs, cooking, fitness, public speaking (Toastmasters), rotary, fantasy football clubs, etc. Things that provide housed an unhoused a sense of normalcy, joy, and a connection to others.</p>
91	I think connection is key here to make sure that poeple that need to be connected services are being connected

Question 2	What are the most impactful ways that the County's mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
1	The mentally ill must be placed in institutions where wrap around services are offered and monitored. Hotel-like facilities must be opened to house the homeless, and cities must pass & implement public safety laws that target the homeless. There is no public right to be homeless; these camps are a threat to public health & safety.
2	For prevention: Income support and vocational development; jobs with proper benefits
3	Homelessness can come at you at a moments notice, preventative measures should be the focus then complimentary services.
4	Re-zone the areas around Staples Center and City Hall so the homeless can sleep there. Once city officials and Lebron James start side stepping dirty needles, human waste, and dead rats then the city will come up with a solution very quickly.
5	What you all should have been doing all these years was mainstreaming, working with other agencies etc. I cannot believe the inefficiency of govt where you all have to create a whole commission or agency to make sure that another one is doing it's job. with OUR money!
6	Don't ever allow lock-downs that destroy jobs. Government created the recent homelessness increase.
7	Tiny houses motel voucher's apartments
8	Rent caps and a living wage.
9	problem solving/target prevention
10	Let the city and the state take over, the county has failed big time in this arena
11	By treating the clients as adults with dignity and respect, and recognizing their everyday human needs. Most individuals are trying to live on 130.00 per month if in a board and care in a shared room and not allowed to have pets. [ a companion ]
12	More access to social services; removing CalWORKs time limit for adult recipients allowing the family to have more money for housing.
13	This goes beyond health and social services because ALL working class people struggle with paying for housing. This has more to do with politicians imbedding themselves with developers who have commodified housing for profit. Look at all council district members and they have heavy ties to developer money. Housing, Health, Education and Food need to be decommodified.
14	Treat them with RESPECT, AND KINDNESS.
15	education about and access to prevention services such as rental assistance, tenant rights, eviction prevention, etc.
16	By improving the services to the two groups of people that have the greatest impact on the homeless population; mental illness I see as being number one and that entails another whole conversation. And second is substance abuse.

Question 2	What are the most impactful ways that the County's mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
17	Develop easy access prevention services and partner with employment providers to provide vouchers.
18	Making sure that front-line workers have an understanding of the personal and larger-scale forces that make people homeless. Unhoused people are diverse, and have diverse reasons for living unhoused. But underlying the majority, it's an economic question. Our city hasn't prioritized everyday people in Los Angeles, it has prioritized private developers and other private interests, leading us to the housing disaster we are now in. When workers serving unhoused people understand this, they are able to meet them with compassion and curiosity. There are many people who have made exorbitant amounts of profit off the backs of everyday people in LA, yet we still place blame on individuals for being unhoused. This mindset and framework have to end.
19	The programs should focus on prevention from a strength based approach. Unfortunately most systems are designed to make people prove that they are in need instead of actually providing ways to assist people quickly.
20	People are moving out of cities to live "nomadically" on public land. This is perfectly legal with certain conditions such as time stays in a spot limitations - usually 14 days. There is public land - city, county, state, federal. So land does not have to be bought, only transformed into areas capable of supporting human lives. Basic requirements are space for tents or vehicles, water service, shaded areas - maybe solar panel canopies over picnic tables. The solar panels would provide electricity enough to charge small devices. Showers would be a good idea. A basic cooking area for reheating or cooking basic food - not a full kitchen which would be monopolized by a few. Security would be essential for the success of such a project. Private security backed by local law enforcement. This kind of "housing" should be provided on an ability to pay model. People with ample savings should not be provided free stay. Those willing to pay will have access to more services - electric grid and water hookups for instance - like an RV park.
21	continue to clean encampments and quickly remove single tents. If there is no where on the street for them to live, they will have no choice but to access the help LA is offering.
22	street outreach, collaboration between service providers
23	IHSS (In Home Supportive Services)/PASC (Personal Assistances Services Counsel)'s referral system is too complex and takes too much time to make a good match between providers and recipients. IHSS providers are also not sufficiently trained/compensated to support with some of the mental health concerns (ex: hoarding or personality disorders) that are often co-occurring with physical disabilities. And low income individuals cannot afford private pay caregiving. With our aging population and the high incidence of disabilities in people experiencing homelessness, this need is greater than ever. Investing in a more robust in home care giving service that matches people with a history of chronic homelessness or at risk of entering homelessness with experienced, well trained, and fairly compensated providers, would greatly support housing stabilization and self-sufficiency. I also believe that IHSS workers should have access to medical or mental health supervision for higher acuity cases. Investing in specific programs like this would create new good jobs and relieve the already overburdened MediCal long-term health care facilities.

Question 2	What are the most impactful ways that the County's mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
24	Health and social workers only need the housing resource. If the resource is there then can successfully help house and stabilize persons experiencing homelessness. Give the workers temp/permanent housing resources and they will use the resources up on those who need it.
25	Regular visits for health & mental check/assistance & social services will provide a significant impact on individual to minimize the exit on housing, e.g. financial responsibilities, medications, coping on addictive drugs, etc.
26	SEE ABOVE SUGGESTION.
27	expand rental assistance programs
28	The workforce development system can do more to prevent and end homelessness. Funding is needed for services targeting these populations, and supporting service not necessarily attached to the AJCC facilities themselves.
29	affordable housing
30	Those with mental illness need the most attention. We may need to consider 'forced' housing so they receive medical attention and are not a danger to themselves or others.
31	Universal income for non-minor dependents
32	They cannot. We need more (not homeless) regular affordable housing
33	Again, a comprehensive solution. This is not a city crisis, county, crisis or state crisis - it is a crisis at every level. Housing and sanitation are a human right by law in the state of New York. We have no such law here. Again, electeds will not be able to solve this problem because they won't take bold steps necessary to move forward in the face of NIMBYs, or catering to developers looking to profit from public funds building permeant housing at market rates that house a handful of people, etc. A task force needs to be given the power and resources to act boldly to implement a comprehensive solution across the board.
34	The Question never ask is? How did we get here, Why the homeless population keeps growing there is no end on sight. Why is the County the City and the taxpayer have to pay for all of the homelessness .
35	The only way to help prevent homelessness is for there to be enough affordable housing, for the county to take care of people who are on fixed incomes, make income based rent available again, lessen the waitlist and barries, make housing for programs for specific people, whether its people with disabilities, low income, single parent house holds etc
36	social services is already too impacted and is not a user friendly way to meet the needs, homeless services need to be tied to other systems like schools, community agencies, universities, maybe WIC, outreach teams, cities, counties

Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
37	Income support, childcare, housing
38	Fund secret shoppers and/or a whistleblower rewards program to identify instances of illegal hospital, nursing home, RCFE, and ARF patient dumping. Conduct, report, and publicize annual census of homeless students in K-12, community colleges, and public/private universities across the County (may require state legislation).
39	How can LA County residents who are housed but at risk of homelessness 1) be earlier and more efficiently identified (based on what markers, what monitoring mechanism?), 2) be enrolled in the mainstream system's database of at risk people, perhaps something like the Coordinated Entry System with which it would coordinate, and 3) in which identified individuals' unique risk circumstances are evaluated and individual support plans drawn up?
40	communication, connection and listening
41	Prevention is extremely complicated as there are so many variety of ways in which an individual or family can become unsheltered. In my opinion, it would be more important to focus on providing recently unsheltered persons with a “place to go” that doesn’t include setting up camp on random sidewalks or illegally parking their car and sleeping there. The city would be wise to coordinate efforts to establish “unsheltered camps”. Perhaps consider using underutilized industrial spaces in Harbor City or Wilmington. The city could focus efforts on establishing a controlled location where people experiencing homeless could go. City could consider creating an unsheltered complex not unlike those in silicone valley where a walled complex includes all services needed, with controlled points of access. It is my opinion that homelessness cannot be prevented but that services should be more readily available at a dedication location
42	Enforce laws and lawlessness. Press VA and congress to provide services for vets. Mandatory drug and alcohol rehab in home states.

Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
43	<p>The most impactful ways that homeless can be "prevented" is by first coming out of denial about "homelessness!" For one thing there is not a "homelessness" problem as much as there is a DRUG ADDICTION problem. The vast majority of the "homeless" are homeless by CHOICE! That may not be popular to say but it's an incontrovertible FACT! Most citizens would be shocked and disbelieving of the absolute FACT that much of the homeless population in Los Angeles, or anywhere else spend significantly MORE money than the majority of the bleeding heart citizens earn, have ever earned or EVER will earn!</p> <p>And NOBODY talks about this fact! I would challenge any of you to just go on YouTube and look at the videos by YouTubers like AML Films; Chosen Won; Invisible People; and many others. When these homeless people are frequently asked a very basic questions and I'll illustrate what the most common answers are:</p> <p>Q: Do you have an addiction? A: YES Q: How much do you spend on your addiction per DAY on average A: \$150 - \$300</p> <p>Now the majority of the homeless say that they spend MUCH more than \$100 per day on their drug of choice. But even if they ONLY average \$100 per day that is still an average of \$3,000 a month or \$36,000 a year. (Drug addicts don't take time off for weekends; holidays or vacation time.)</p> <p>And frankly ...I've only seen a handful of addicts who say that their average usage is as low as \$50 a day on average. The few who I've seen who spend so little (\$50/day) will almost invariably say that they are "cutting back" their normal usage. But even that amount is a whopping \$1500 A MONTH!!!!!!!!!!!!</p> <p>So again, I say, Most of the homeless are homeless by CHOICE! They CHOOSE to spend hundreds per week and hundreds per DAY on their DRUGS and they CHOOSE to spend NOTHING on housing! IT IS A CHOICE!</p> <p>So if you're truly interested in "preventing" homelessness there is simply NO other way to have ANY lasting impact other than to come out of DENIAL and adopt a serious TOUGH LOVE strategy and declare a genuine WAR on drug addiction!</p>



Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
[43]	<p>We don't need to coddle and babysit the homeless! We need to start holding them accountable for their poor choices and use the fact that they are ALL breaking numerous laws routinely to FORCE them to get the help that they need!</p> <p>They have become a menace to society and are literally destroying out cities; parks; beaches and everything that causes California to demand and get such high rent and high costs of housing!</p> <p>And we can best "serve" the homeless by REMOVING them far away from the very vices that are an attractive nuisance causing them to congregate in whatever areas that they are decimating with their lawlessness and callous disregard for the rest of society!</p> <p>Most people choose where they will live based upon their requirements and with consideration for proximity to their jobs; business or however they are being productive. Since the homeless are generally NOT in any way productive they could live literally anywhere! So IF our tax dollars are going to provide ANY shelter then it should be FAR removed from the areas that they are currently destroying. Otherwise you may as well leave them on the streets because they will be returning to their areas of familiarity and the problems will just get worse, rather than better.</p> <p>Also, ONLY if there are NO distractions and mobility is restricted will most of them even get any benefit from the REHABILITATION and mentoring which MUST be a part of ANY "program!"</p> <p>It would be the epitome of FOOLISHNESS to merely 'House the Homeless' whilst ignoring the TRUE problem(s) that cause them to CHOOSE this life in the first place. You may as well call a program like that 'HOUSE the ADDICTS!'</p>

Question 2	What are the most impactful ways that the County's mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
44	Support asset building through rent-to-own strategies.
45	More problem solving case workers to get people housed faster then transfer them to an actual case worker.
46	Stop feeding them
47	Build these structures and the entire problem could be solved in one to three years.
48	Provide point of service access in conventional healthcare, including integrative health and mental health services in tent city. See question number one and my answer.
49	Getting the mainstream systems to focus on prevention and to change the culture from "screening people out" to "screening people in."
50	Case management around prevention. The numbers show that we are housing people but not catching them before they enter or re-enter into homelessness.
51	Reentry
52	Maintain housing.
53	It is critical that the mainstream services vigorously act to stop all homeless sweeps (by law enforcement or others) and provide basic public health services for encampments (safe public toilets, showers, scheduled trash collection). Sweeps of homeless encampments are a waste of public resources (\$30 million / year, as per the LA Times). Sweeps create barriers to homeless outreach, as they displace individuals, break social connections, and cause individuals to lose trust in public services. Sweeps are also traumatic for unhoused individuals and cause individuals to lose their phones, lose their medications, lose contact information, which creates barriers to longitudinal outreach to individuals and breaks their connections to healthcare and social services.
54	They need jobs. A paycheck solves many problems. Eliminate illegal drugs.
55	House families first; have a system in place for youth and runaways for immediate placement in a safe housing environment with supervision and opportunities for Mental Health Counseling, skill learning, job placement, house mental health patients separately to receive maximum intervention possible.

Question 2	What are the most impactful ways that the County's mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
56	For sure make foster kids the top priority. Way before then even age out. Please, set them up for success. The outreach workers know who is most willing to take help, help them first (after the foster kids). Rank them, focus on the ones that are hard on their luck and need a leg up. Help them the first time since you know it matters. Make a lot of the housing DRUG REHAB with strict people. Not people keeping them on drugs for the insurance and all that nonsense that's ruined CA. A government funded, no benefit for the people running the rehab unless the addicts go into recovery. House the resistant addicts out in the desert away from us. Let them steal from each other and be scary to each other. We shouldn't have to fear being attacked by addicts going out for pizza or walking outside our front door. They don't want to be a part of society then move them away from civilized society. More state funded, QUALITY mental institutions. A bed, shower, food, friendship and help with meds and therapy is way better than the freedom of ending right back on the street. Some people just need supervision and extra help. They were born that way and it's sad we don't help them more with tax money when their families can't help.
57	Services to people who are in danger of losing their existing housing. Prevention is key as well as preventing the influx from outside the state.
58	Send them back to their home state
59	They can't under current federal rules. LAHSA and other providers need to come out and advocate for real social safety net reforms that leave these exact populations out. ABAWD work-requirements, student work requirements, transitional foster youth income, and SSI income have historically and purposefully been used to exclude those impacted communities from the social safety net, we need to fight against these arbitrary rules that are paternalistic, patriarchal, and racist.
60	Health and social service should work hand and hand at maintaining communication with families
61	Mental health services
62	Go back to caring for the Homeless to get them off the streets, and being treated like animals. Use Tax Dollars towards this instead of entitlement programs that are a waste. Just look at how big this problem is getting. This should be number 1 focus.

Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
63	<p>Please address the illegal immigrant housing situation 1st. There are millions within Southern California that are taking subsidiary housing that have homes &amp; properties in other countries including Mexico, many hiding most assets including income, several have small businesses that they are running inside their subsidized units. Many have lied, sublease their units &amp; charge rents for "guest". Several do these things flauntingly. These actions are causing a shortage for citizen population who have nowhere else to go to be homeless. Mathematically if you take 250,000 units giving 200,000 to illegal immigrants, 50,000 to legal immigrants, there is nothing for the citizen population. (exaggerated numbers) These things have continued for several decades so the 2nd 3rd &amp; even 4th generation is repeating the actions of the ones before them not understanding the impact they are having in this crisis, they are causing by robbing others who actually may have more if not equal rights to that very housing they exploit. Education within the education system about the harm done to society &amp; others within community when people rob the needed resources of others, taking more they need &amp; exploitation, causing crisis. Also education within those communities. I believe many do not realize their actions have any negative affect. I believe awareness may promote compassion and therefore promote more honesty. However an enforcement of some kind should be in place because without a miracle there will still be those who still choose dishonest gain. Next, within in the homeless community there seems to be many abuses that have caused the homelessness, including neglect abuses by family community even police &amp; medical. Housing without healing, safety, rest &amp; good environments does not solve the root causes, therefore repeating the crisis is almost inevitable. To add again to the illegal immigrant housing situations, in LA county &amp; city; many of the subsidiary housing areas population have a higher ratio of illegal Hispanic gang members that have racial tension against Black, Asian &amp; white people. Hate crimes, harrassments, illegal fireworks used as weapons, vandalism, bullying, etc. Therefore making many feel unsafe making an inability for ideal situation for healing, and proper management of issues causing their homelessness. If you really want to resolve homelessness start with those abusing, exploiting &amp; cheating in the subsidiary housing within LA 1st. Address the situation of multiple generational uses &amp; abuses of subsidiary units &amp; helping them be more self reliant giving back to their own communities. Maybe even implementation of ways to success from those who gain success teaching others how, in the future, after the crisis is addressed.</p>
64	Support the expansion of Miracle Messages to LA - this is an organization focused on the relational poverty of homelessness that pairs volunteers with a buddy experiencing homelessness for weekly phone calls and has had amazing results in San Francisco. Miracle Messages is expanding to LA this spring 2022 and will need new volunteers and support from social service agencies.
65	None of them will work.
66	Health services
67	<p>Give priority to referrals made within the SPA for the DHS Recuperative Care programs, and allow give equal priority to private hospital referrals instead of the current lower priority behind DHS-submitted referrals. You will have much, much more local municipality support to site these programs in their city if they know people using the services are coming from the region rather than anywhere throughout the County.</p> <p>I don't feel the County departments are in lockstep with CES participants and are operating their own "closed" programs: DPSS, DCFS, DMH, ODR, WDACS. <input type="checkbox"/></p>
68	Work with small nonprofits and mutual aid organizations who are working directly with the unhoused on a daily basis because they are passionate about helping the unhoused and not simply because they are getting paid.
69	Make the system accessible to community members. Most communities have case managers and coordinators that are simply not able to find the time to build relationships via street outreach and process their case loads. Many communities have liaisons in the community that have these relationships with the unhoused and could more efficiently assist in outreach, documents and processing the system would accommodate that.

Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
70	increase wages, enstate paid leave and healthcare for all, invest in community programs that help support LGBTQIA+ and BIPOC youth.
71	Build more permanent non-carceral supportive housing.
72	<p>Force the politicians to do their jobs to earn their salaries instead of ignoring public inquiry calls, misappropriating funds for other issues that have been intended to help renters and homeowners facing evictions and homelessness. Councilmember Bob Blumenfield is one of the few who "went-into-the-trenches" trying to solve the homeless situation in Tarzana and when a federal judge had to get involved to force the City and County of L.A. to solve the homeless problems...<a href="https://www.wcia.com/news/national/judge-orders-la-to-offer-shelter-for-homeless-on-skid-row/">https://www.wcia.com/news/national/judge-orders-la-to-offer-shelter-for-homeless-on-skid-row/</a></p> <p>Following the real estate and mortgage meltdown in 2008. Apparently, Katie Porter and Kamala Harris authored a bill intended to provide free legal aid to homeowners losing their properties to a bank and help renters facing eviction. Supposedly, the bill was approved according to Governor Newsom in his presentation to Los Angeles Public Counsel on August 7, 2019 was approved in October, 2019, a trust fund set up in March, 2020, according to Carolina Krawiek, Lead Counsel for Brad Sherman's office, and no one seems to know how to access it for legal aid...so, it was probably used for some other issues again. This could be the answer to how the funds mysteriously have been allocated. <a href="https://legitpolitic.com/featured/thousands-lost-their-homes-while-rep-katie-porter-made-six-figures/">https://legitpolitic.com/featured/thousands-lost-their-homes-while-rep-katie-porter-made-six-figures/</a></p>
73	Instead of giving them free permanent housing, train them new skill and coordinate with business owners to allocate jobs for suitable homeless people, so they can exit homeless status for good.
74	<p>One way to prevent homelessness is to ensure that the Department of Public Health has adequate support to address the needs of domestic violence survivors. We need to dramatically expand the number of emergency shelter and rapid rehousing options for DV / IPV survivors, as part of an overall effort to develop a full continuum of housing options for survivors. As part of this continuum, DV/IPV survivors should be included in pre-existing strategies for permanent supportive housing, while also supporting the development of PSH specifically for survivors. According to the 2020 Homeless Count, at least 1-in-3 of all Angelenos who are experiencing homelessness have DV/IPV experience, while over 4,300 individuals are unhoused because they are fled an abusive household. Yet with only 1,000 dedicated DV-shelter beds in LA County, which have been even harder to access given the COVID-19 pandemic, many survivors are facing the impossible choice between returning to an abusive household or finding themselves on the streets.</p> <p>In “activating the complete portfolio of mainstream government systems,” we need to ensure that carceral and decarceral systems – LASD, Probation, ATI, and ODR – are actively engaged in County’s efforts to combat homelessness. That 64% of all unsheltered Angelenos are justice-involved, and 25% of all incarcerated individuals were unhoused prior to entering jail points to the unmet need of greater coordination between the sectors, which will further the County’s efforts to reduce both our unhoused and incarcerated populations and to keep individuals from cycling between the two systems.</p>
75	Systems only work well when they work together. Coordinated service systems help eliminate redundancies and provide the most streamlined opportunities for clients.

Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
76	Systems only work well when they work together. Coordinated service systems help eliminate redundancies and provide the most streamlined opportunities for clients.
77	Identify what caused their homelessness and provide permanent solutions.
78	Just copy mayor brand and pallet shelter
79	creating an advisory board consisting of residents of skid row area
80	Make it clear that the unhoused must go to a shelter or accept services, otherwise there's no incentive for those who are reluctant.
81	<p>Suggestions: Strategies – Mainstream Government Systems</p> <p>We support better coordination with and accountability for County departments, especially those that could be an important part in the prevention of homelessness. However, this does not mean that we support their funding through Measure H dollars, as they already received robust and longstanding financial support, whereas the homeless services sector has historically been underfunded. It's critical that we look at the existing dollars that County departments utilize and repurpose, or more closely align their use with the County-wide homeless and housing stabilization strategy.</p> <p>Additionally, coordination with mainstream government systems will require more authority from the Homeless Initiative’s office to ensure that best practices of harm reduction, housing first, and trauma-informed care are recognized as critical methods to success and that they adjust their practices and policies in a way that best meets the needs of those experiencing homelessness. This can also guarantee that mainstream government systems are participating in the new LA County Anti-Racism, Diversity, and Inclusion department’s efforts as a means to preventing and ending homelessness.</p> <p>This also brings us back to the earlier suggestion about payment: If nonprofit partners use their knowledge and ‘boots-on-the-ground’ experience to train and provide technical assistance to mainstream systems in addressing homelessness, they should be adequately compensated for that subject matter expertise and investment of time.</p>
82	As many housing subsidies as possible! It would be cheaper to pay someone's rent for a year than it would be to support them once they're unhoused.

Question 2	What are the most impactful ways that the County's mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
83	Allowing people working with each client to coordinate efforts in a way that doesn't add to the workload, but aids in quick access of resources and information to progress the person through the journey to permanent housing.
84	Help the most obvious first then house the undercover homeless.
85	Firstly, need to separate homeless into two groups: Group A: With mental, addiction problem; Group B: Without mental, addiction problem. Deal them with different solutions. For Group A, every city helps certain amount of them according to the city's ability and capacity; For Group B, the county need build more treatment facilities in the less expensive areas where have less density. Provide treatment, work skill training, and until they are ready to find a job and support themselves; for those with mental issues, after treatment still not back to normal, the government need to keep them in the facilities and take care of them, or let them stay with families providing financial support to their families who take care of them.
86	More funding/assistance set aside to help people with rental assistance when they fall behind. There needs to be some sort of eviction-mediation process to help prevent people being turned out to homelessness because they've hit a temporary hardship related to unemployment or health issues.
87	<p>Systems would work together better if they have a strong understanding of what the other systems and programs are doing. Consistent messaging about how services are provided and offered prevents spreading false information and misunderstanding. Improve communication methods so providers know how/where to refer their clients and know what to expect. Make information for providers more readily available regarding bed counts at shelters.</p> <p>Shelter and transitional housing requests continue to be part of our top 10 service requests from callers that contact 211 LA.</p> <p>Additional homeless outreach staff and case management would be helpful. Long term mental health placement vs just a 5150 and then putting them back out on the street.</p>
88	Targeted assistance for those struggling with bills.

Question 2	What are the most impactful ways that the County’s mainstream systems (e.g. health and social services) can prevent homelessness and serve people who are experiencing homelessness?
89	<p>The roots of homelessness germinate before an individual takes their first breath. Along with addressing how to assist the family, or individual on the verge homelessness, our society needs to ask two fundamental queries.</p> <ol style="list-style-type: none"> <li>1. Is homelessness along with financial and relational poverty innate to human existence?</li> <li>2. What can we as a society do to ensure the child born today is not experiencing homelessness twenty years from now.</li> </ol> <p>If the answer to the first question is yes, what can we as communities do to make these situations less onerous, lonely, and chronic. What can we do to lessen the duration that individuals are in this situation.</p> <p>The answer(s) to the second question is multi faceted. How can we achieve the goal of an individual born today never experiencing one night of homelessness, and doing so while not being paternalistic, and rigid in our approach.</p> <p>One critical ingredient is to shatter the stigma surrounding homelessness. curriculum needs to be adopted starting in elementary classrooms discussing homelessness, relational poverty, financial poverty, and mental illness. By having a discussion with our children early on about these topics brings them out of the shadows, it gives a face and name to those experiencing homelessness. Children and adults alike need to be reminded that those that they view with disgust and disdain who call the streets their home, may have been students in their own school, played on their little league teams, sang with them in choir, and have family and or other loved ones who love and miss their presence tremendously. We are all someone's(s') somebody.</p> <p>Another critical ingredient to preventing homelessness is to have those who have or who are experiencing homelessness play and active part in tweaking or overhauling the systems designed to assist those experiencing homelessness. Those with lived experience should play a critical role in the decision making process surrounding their lives.</p> <p>The implementation of UBI (Universal Basic Income) initiatives and programs on a regional or state scale for those that are housed and living in poverty needs to be expanded to those who are unhoused. Providing direct cash transfers to our unhouse can work and is actively being explored in communities like Vancouver BC (Foundation for Social Change), San Francisco, (Miracle Messages), and soon to be explored in Los Angeles.</p>
90	<p>This needs a holistic approach where county offers and helps cities they represent with resources to address homelessness on a more bottom up approach instead of centering money in COG's where funds often might be distributed equatiably. Not on purpose, but by the sheer nature of how large County and convoluetd COG's can be, cities and their respective obstacles with homesless are lost.</p>



Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
1	The studies are done; recommendations already made. Implement them with current Measure H funds.
2	Offer support for small business development in areas where they can offer more and affordable housing.
3	Zoning regulations, encourage more ADUs, political pressure should not be a factor when deciding to move forward with ADUs, Affordable Housing and Special Needs Housing
4	Newsome needs to find a plot a land to build a campus for homeless. Like in Palmdale. Move the homeless there. Have an onsite medical clinic, provide heroin, meth so they can do their drugs with medical professionals there. Mentally ill homeless can get the proper attention there. The solution is away from cities. The crime from drug dealing would be off the streets.
5	The county can STOP putting so many of these housing facilities, shelters, short-term etc in the SAME NEIGHBORHOODS! you're flooding some cities with ppl who need jobs and special services and then are shocked when they can't find work. Why not "spread the love" and make sure ALL cities in the county have equal housing facilities regardless of how many homeless you see in an area. Of course if rich neighborhoods don't allow homeless to sleep on corners they won't have a homeless problem, but it's still a COUNTY ISSUE! And can the county please stop using the excuse that they're using their own land and thats why certain facilities are placed in certain areas? I know they have land in cities like Downey but they chose to use their land that's closer to lower income neighborhoods in South Gate and Paramount. You're further burdening areas who are already lacking resources!
6	Open society back up with no restrictions no mandates and no blaming like advanced countries such as Norway have recently done.
7	Buy apartment buildings and motels
8	Get the funding out there. Donate City properties that sit vacant for a period of time over 90 days.
9	open up campgrounds, force everyone in make the streets safe
10	the state has passed a number of bills to make it easier to build housing, now we just have to find locations.
11	Provide more project based housing to include on site supportive services and decrease the number of private investors property acquisitions.
12	Maximize the property resources available in each city for low income housing
13	Cities should look at piloting a shallow subsidy program to prevent those on the verge of homelessness to becoming homeless.
14	Housing, Health, Education and Food need to be decommodified.
15	Come together regularly. Stay consistent.
16	fund more affordable & low income housing

Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
17	Opportunities can be created first by education. People are opposed to homeless resources in their neighborhoods. But if they understood the hazards homelessness generates to the public as a whole they may be more susceptible to acceptance. I am not certain what more could be done to get cities and counties to work together effectively other than the model of connectivity and coordination that has already been put into place. We must all recognize homelessness as a we problem with all hands on deck noting that together everyone achieves more.
18	A strong public message campaign on the benefits of housing equity for both residents and people who are homeless in the neighborhood in more affluent areas would be beneficial to decrease stigma and reduce nimbyism. Create opportunities for people experiencing or leaving homelessness to work/apprentice/volunteer at local businesses where the business and the individual receive an incentive.
19	I think we can create these opportunities by putting immense pressure on people who have the power to change this. Currently, they are completely in the pockets of private interests. Once we get more progressive people in office, or once incumbents actually listen to and serve the public, we will start seeing actions that actually support what the public needs and wants: healthcare, housing, mental health, support. There are also plenty of empty buildings - office spaces, apartment buildings, etc. Our officials also have various ways of using their power so that these spaces can be more efficiently utilized, so we need to pressure them to do that too. County and cities can work together by having public health (County) use frameworks that we know work - like harm reduction, motivational interviewing, and strengths-based care - alongside entities like LAHSA and other depts that have contact with unhoused people.
20	There should be advocacy to make affordable housing set-asides required for all new multi-family developments. The set-asides should be significant of at least 20%. The cities could offer tax-break incentives. Also there should be advocacy to remove local community approval and make affordable/PSH/interim housing by right.
21	Cities needs to do a better job of educating the public. When I say educating, it needs to address BOTH systemic and individual issues. Often, the public feels that providers sugarcoat the mental and substance use challenges that the chronically homeless face, and only point to the systemic issues. The public needs to know about both challenges and how permanent housing can help these individuals to a path of wellbeing.
22	Cities don't create housing. If they did we wouldn't be in the present housing crisis. City officials have one pet housing project which may house 100 people then stage a photo op just before election time. This does nothing but provide false hope for the thousands who will never be able to afford current housing costs.
23	Each city should have housing and storage for people who become homeless or are homeless. They should also have a 24 hour place where the homeless can call "home" where they can go get food, showers, rest, emotional support, socialization, safety. each city should have one. this would spread out the homeless rather than them clustering up in a place where they get those needs met.
24	Tiny Homes are amazing and the case management services provided
25	Prosecute Section 8 discrimination, purchase and convert motels/hotels into Permanent Supportive Housing, use rent control to reign in the ridiculous cost of housing, increase payments made to landlords that accept Section 8, raise the minimum wage, stop allowing companies to avoid paying health benefits to workers by hiring more part-time employees instead of regular full-time employees
26	County can coordinate/contract with private company/business for housing (good for 1 person) & subsidize the rent. Lien the pension (if possible, not as Rep Payee) to ensure the co-payment will be made.
27	SEE ABOVE SUGGESTION.

Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
28	A job provides more than a paycheck. There is a ripple effect to being employed, valued, and fairly compensated – work helps strengthen self-confidence, family life, and participation in community, which benefits all Angelenos. We need affordable housing and jobs to end homelessness and provide a pathway to self-sufficiency and reduce the need for public benefits. The proposed refreshed HI strategies specifically for stabilization does not adequately emphasize the critical role employment and workforce development plays in ending homelessness.   □
29	vacancy tax for all vacant units
30	stop building luxury units & build affordable low income housing to meet the needs
31	federal grants, are there construction items that can be re-used, work with developers
32	Provide money for housing
33	Create a task force and give it the power to do what's necessary. The UN has designated the Los Angeles unsheltered homeless crisis as worse than refugee camps in worn torn countries. What the hell are we waiting for!?
34	We will never achieved that, the NOT IN MY BACKYARD , will prevent this from happening A new benchmark analysis have to be done, and implement best business practice policies from other Countries Throwing more money at the problem is just not it- A comprehensive Plan have to be put in place,Categorized the homelessness population Some of them lost their jobs-and will need to be re trained to the needs of teh Industry A safety net have to be in place- Provide a paying rental aptment and health insurance for at least 18 months max Addicted homelessness population will have to be categorized as well,some will never recover some will so a different plan will be needed
35	Education and incentives for cities, residents and overall community support
36	incentivize
37	Housing: Utilize places already used by homeless. City should be glad to have a set of tiny homes instead of an encampment
38	See above. Ditch parking minimums for shared housing/group homes. Fund acquisitions of single-family homes in R1 areas nonprofits can purchase and convert to shared housing without a public hearing, following the model of LA Family Housing.
39	Is it viable to propose a new ballot measure to fund development of permanent and interim housing with another 1/4 cent tax, with new funds distributed to cities in proportion to their share of the County's homeless population?
40	educating the public. So many uninformed people create negative response due to their lack of information and understanding. Then organized systems must be in place.
41	I don not believe the government state or local should provide housing. Existing charities should be where these resources are found. The bureaucracy of government resources should be diamanteled except for direction to charity or VA service.

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42	Homes are very expensive, how to lower the home prices in CA so everyone can afford it specially the one has 40,000 to 60,000 yr. paycheck?. Check their constituents (survey) and those with lower income should be helped with grants and built a lower housing units.
43	<p>IF there is so-called "permanent housing" for the homeless it must be as minimalistic as is humanly and yet humanely possible. It should NOT be something that ANY person would aspire to or desire to live in. It should provide ONLY the bare essentials of existence. This may sound cruel or heartless but I say this with an understanding of how we so often only exacerbate these problems and make things even worse with our "good intentions!"</p> <p>The absolute WORST thing that you can ever give a drug addict is 'contentment!' They will NOT become a non-addict just because you so foolishly provide housing with running water; electricity and all the accoutrements of "home" to people who CHOSE to spend FAR more than the cost of housing in favor of their DRUG of choice!</p> <p>These people need help ...but they need REAL and actual HELP! Giving them comfortable housing unconditionally is like putting a bandaid on cancer. It's like spraying some expensive perfume on a big glob of ...human waste ...feces. The problem is still there, people are still stepping in it ...you've done NOTHING about it ...it just doesn't smell as bad.</p>
44	Put an end to the corrupt dealings with greedy developers that seek perpetual rent income.
45	Convert old properties into multi family units.
46	<p>Stop over regulating. Allowing metropolitan areas to grow based on market forces means more multiple story buildings, more public transportation.</p> <p>This type of construction could evolve into low cost housing and people own their own container. Think of it as "trailer parks in the sky".</p> <p>The most effective way to build wealth, (see anything by economist Hernando De Soto) is to help the poor own property. Not rent it, which makes others rich, but own it. Clearly the cost of property and traditional structures here prevents all but the top wage earners realize the American dream.</p> <p>This can only be done with serious political will and utilizing the latest technology to make it a reality. That means changing the way we see and build apartment buildings and condominiums.</p>
47	Counties snd cities can best work together by moving all homeless off streets and to tent city. Please discuss this tent city concept with me. Please.
48	My city will have to be forced or shamed into supporting any kind of affordable/low income permanent housing
49	I think we need to pressure the cities to demand more affordable housing stock, not just more housing stock, and redefine what affordable means.
50	Yes, but we also need federal help

Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
51	End single-family zoning in Los Angeles County, enforce laws that already exist that ban discrimination against Section 8 voucher holders and prosecute discriminatory landlords, adequately fund the co-investment model in permanent supportive housing
52	Eliminate illegal workers. Stop H1B and H2 visas, they're grossly misused. Bring manufacturing back to the US.
53	Refurbish motels/hotels and increase security and house clinics and mental health support in each facility and allocate fund by city and share successes and failures on public media.
54	Offer all out of state drug addicts a bus ticket back to their families and you'll need less housing. That's way cheaper than housing them here where the only life they know is drugs. Back home they have more of a chance.
55	I'm not a proponent of those temporary small housing areas.
56	Send them back to their home state
57	Tax unoccupied units!!!! How long will people really keep onto empty apartments and homes if they are getting taxed every day that it goes empty beyond a certain time-limit. Also, actually give fines/citations to landlords who are supposed to accept housing vouchers, but who are actively participating in racist housing discrimination!!!
58	Stop building dorm style apartments with harsh living guidelines and build apartment that can be a permanent thing
59	Audit and transparency of Measure H funds
60	Make an example of the 1930's CCC which trained young men, (should be co-ed today) in all the skills needed to successfully maintain our natural environment, forests, national parks, etc. to control climate change while giving young people homes and teaching them valuable, marketable skills.
61	Use Tax Dollars to build the infrastructure as a top priority. Much more than entitlement spending, that only lessens ingenuity.
62	Na
63	It sounded like Ben Carson investigation into a community idea that implemented good community by having multiple different backgrounds working together for success would work great in California there is so much diversity I think it could be ideal. I believe they are called " Opportunity" communities. He said they were having much success where they were implemented. Please look into it.
64	Establish a private bridge financing fund for LAHSA's problem solving unit that would allow dollars to pay first month's rent faster than the current government process that takes 2-4 weeks to get a check in the landlord's hand when applying for a unit. This would allow LAHSA's case managers to help secure housing faster for their clients experiencing homelessness.
65	A lot of hard working people don't have money to buy houses for themselves in these cities.

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66	Cities should not be involved
67	<p>(1) Make it much, much, much easier to get the funding. Once a city council has approved an interim housing program, city staff need to move relatively quickly to open it. While I understand we're in a unique time where there are billions of federal and state dollars that need to be part of the mix, local councilmembers and the general public do not understand the complexities of the funding and have little appetite for hearing about constant delays because of funding. It unfortunately plays into their already negative feelings about working with the County.</p> <p>(2) PLEASE ENSURE THAT CITIES THAT RECEIVE MEASURE H FUNDS ARE USING IN IT WAYS THAT ARE 100% INTEGRATED WITH CES. While I applaud innovation, they must operate in basically the same ways so there's no competition, nor in "a parallel" system.</p> <p>(3) If you give cities HMIS access, PLEASE LIMIT what fields they can see (like if a person is active and the case manager assigned to him/her). The HMIS reporting instructions change occasionally for case managers so there's little chance a city staffer is going to understand why certain fields are filled out a certain way, and thus they may misinterpret entries.</p>
68	Reconnect people experiencing homelessness with their loved ones, and provide incentives to the unhoused individuals and/or loved ones in the form of direct cash transfers.
69	Use vacate city and county properties in creative ways such as setting up mini pods or tents with shade and mobile services on sites (food, clothing, battery chargers, water, employment and housing resources, mental and dental clinics.
70	Exits to permanent housing mean very little if the person is not able to remain employed, manage their life and/or have not addressed their mental illness/addictions. This is the primary problem of the system. The homelessness cycle continues to repeat in these individuals due to this.
71	use the money and empty hotels/apartments we already have that are sitting useless currently
72	Buy the hotels. Get rid of the zoning laws that stop it from being built. Don't criminalize homelessness

Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
73	<p>Instead of cutting back door deals with contractors to build housing in ridiculous locations like the one located just south of Chatsworth Elementary School, 22005 Devonshire St, Chatsworth 91311, on a very small lot of a former auto body business, find locations in industrial areas where large square foot spaces are available and make the living spaces transitional while homeless and jobless residents are trained and assisted in getting back into working and providing for themselves...with the addicts, monitoring will have to be implemented so they don't keep falling back into old habits...people can overcome this with the right guidance even if they have to be monitored for a couple of years sort of like when you have to continue to look for work when collecting unemployment and proving it. Greed and entitlement is rampant in government throughout the nation and nothing will change until politicians become accountable and available to work with the public in resolving issues. So many volunteers are cleaning up the sides of the freeways, the homeless encampments because the politicians just ignored what needed to be done. Jan Mather in Chatsworth built a team of volunteers and I finally called the Ralphs Markets executive office and left a voice message and email describing how shoppers at the market were being harrassed and a couple were actually pulled out of their cars when they refused to give money to the homeless. John Votava responded to my call on a Friday evening and had the problem resolved within three days.</p> <p>Trish W &lt;twroomz@gmail.com&gt; Fri, May 21, 2:04 PM to kristal.howard, john.votava</p> <p>RE: CRIMINAL ACTIVITY RALPHS MARKET #10 CHATSWORTH, CALIFORNIA</p> <p>Hi, my name is Patricia Weems aka Trish Weems. I left both of you a message on your voicemails out of desperation for my neighbors who prefer to shop at Ralph's Market store #10 (as I recall when I spoke with the previous manager, years ago about a similar issue), and have been accosted and maybe borderline assaulted by homeless people in the parking lot. Since our California government is so inefficient and the politicians are greedy jerks who hide behind their interns and paid administrative staff, nothing has been done to alleviate the homeless situation to the point where a federal judge has given Mayor Garcetti an ultimatum to get the homeless, especially women and children, in housing to get them off the street.</p>

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[73]	<p>However, because the Metrolink train's last stop is in Chatsworth, California just across the street from the Ralph's Market, the homeless have made outdoor Chatsworth their home and it's out-of-control. Shoppers are afraid to shop and go to their vehicles when homeless people out of their minds on drugs go up to their cars and hold the door and try to either pull them out of the car OR, I guess, rob them. It's beyond unconscionable and if you're not capable of handling or starting the ball rolling on it, please find someone at the top who cares about customers and fix this.</p> <p>Security guards need to be there 24/7 even after the store closes...not one but two and not women or small statured men, but beefy body-builder types to stop this insanity.</p> <p>21431 Devonshire St, Chatsworth, CA 91311 - (818) 341-0950</p> <p>PLEASE TAKE THIS SERIOUSLY. I'M POSTING COMMENTS BY THE NEIGHBORS.</p> <p>Thank you, (I hope this won't be shoved aside</p> <p>Sincerely,</p> <p>Patricia Weems <del>818 341 4384</del> Direct <del>818 341 4384</del> Text <del>weems2@gmail.com</del></p>



Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
74	Increase the supply of permanent housing is not solution for homeless, we just remove them from street, and hide the problem, we need to train them skills to rejoin the society.
75	<p>First, we as a region need to continue investing in programs with a demonstrated track record of success. One of the main reasons we have increased our collective capacity to house more than double what we were housing before Measure H funding, is the DHS Housing for Health program. Much of this program now sits in the D7 strategy of Measure H, and without it our community would have less to show in terms of permanent housing results.</p> <p>One key thing that local government could support today is any streamlining of getting people with an actual housing voucher or subsidy into permanent housing. We are hopeful for the piloting of the Resident Property Support Services (RPSS) supported through the County to increase Master Leasing opportunities. Finding ways to master lease in a manner that covers the full costs is one critical component to quickly ending homelessness and especially utilizing our one-time funds through American Recovery Act. Cities need to focus on what they have control over, for example, permitting and zoning of low-income housing and policies the promote density and acceptance and Section 8 or equivalent subsidies.</p>
76	All vacant and abandoned buildings, commercial and residential, can be used to create permanent housing. But the homeless must be made ready for it, and fixed issues that led to homelessness. Issues like bad background and credit checks, debt, adequate income to cover rent/utilities but with rental/utility assistance being available to use, etc.
77	Just copy mayor brand and pallet shelter
78	by making advisors of people living in high homeless areas
79	Do not give unhoused people the choice to remain on the streets/in riverbeds: this only enables them.

Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
80	<p>Suggestions: Strategies – Participation of Cities</p> <p>We understand that cities feel compelled to engage in outreach because of political pressure and to show their constituents they are taking active steps in solving this very visible problem. However, there are many potential downsides of increasing the jurisdiction of cities in addressing homelessness. As more cities activate new direct social services, we run the risk of duplication of outreach efforts and using modalities that are not in keeping with best practices and do not yield sustained housing stability outcomes. We worry that city agencies, without this best practice experience, may revert to unwarranted enforced treatment and criminalization of people experiencing homelessness. Sadly, we are already seeing this happen in cities within the county.</p> <p>Another area of concern is that cities will need to have strong systems in place to collect and share data with the broader continuum to demonstrate results; this is not addressed in the proposed reimaged framework. Additionally, we are concerned that cities setting their own guidelines, without following existing policies and procedures, will lack the accountability provided by clear reporting criteria and expectations. To not have this coordinated data and accountability system in place will be very detrimental to our collective aim of alleviating homelessness in Los Angeles County.</p> <p>Cities must also be held accountable to the Housing Element Plan. This is a way that cities could participate in ending homelessness without duplicating the good work already being done by nonprofit agencies in their jurisdictions. Cities can play an important role in supporting the efforts by focusing on permanent housing solutions and streamlining access to these resources. They can help by reducing the time it takes to permit and approve housing projects, and by being supportive partners in addressing the 'not-in-my-backyard' pushback that inevitably accompanies discussions of building affordable or permanent supportive housing.</p> <p>We would prefer to see cities bolstering our work by reducing barriers and inefficiencies in order to expediate the building of affordable housing. In this manner, we feel cities have an important and valuable part to play in building governmental responses to support the outreach and engagement work already being done by their nonprofit partners. However, there has been insufficient data to show cities that the investment in best practices work, that people are being housed and are getting services. The County, therefore, needs to play a stronger role in communicating to its municipalities that progress is indeed being made. Whatever the lapses in the current system may be, we cannot fail to remember that Measure H funds doubled the number of people we can house, largely due to the focus on coordination and consistencies countywide, and this is a critical success by any metric. Finally, within the proposed structure with individual municipalities playing an increased role, there is no determination about who will serve as leadership, and who will provide the direct supervision for the purpose of technical assistance and oversight of the contractual responsibilities for each of these cities.</p>

Question 3	How can we create opportunities for cities to increase the supply of permanent and interim housing in their jurisdictions? How can the County and cities work together most effectively to maximize exits to permanent housing?
81	Buy up buildings of all kinds -- old hotels, apartment complexes, office buildings. Focus on modifying existing housing to speed up the process. Make as many fast and affordable interim housing solutions available as possible -- tiny homes, safe camping. And make sure the rules in those places aren't too restrictive because it makes people less motivated to utilize them and it breaks the trust relationship.
82	Invest in case managers first- unless you take away the restrictions of a physical ID, social security and other restrictions to getting 'housing ready', and have a plan for case management when the person is immediately placed to keep them in that housing, it's pointless to talk about permanent housing as a first step.
83	Constant contact, guaranteed timeline of events to permanent housing, friendliness and competence.
84	Firstly, need to separate homeless into two groups: Group A: With mental, addiction problem; Group B: Without mental, addiction problem. Deal them with different solutions. For Group A, every city helps certain amount of them according to the city's ability and capacity; For Group B, the county need build more treatment facilities in the less expensive areas where have less density. Provide treatment, work skill training, and until they are ready to find a job and support themselves; for those with mental issues, after treatment still not back to normal, the government need to keep them in the facilities and take care of them, or let them stay with families providing financial support to their families who take care of them.
85	I believe the cities need to build more subsidized housing from the ground up instead of relying on landlords and leasing companies accepting government subsidies to temporarily house the homeless. Landlords and leasing companies are leery of funding running out and being stuck with people who can't afford to pay their high rents without government assistance. So why not remove the middle man? Skip dealing with market housing, and let's go back to financing government housing projects, low-income housing, and subsidize housing.
86	Advocate for people to be able to stay in their communities.  The county and city could work together by allowing housing vouchers to be available for use anywhere within LA County. There are times when individuals contact 211 LA stating that they have a housing voucher that can only be used within a certain area. Due to the limitation of it being a part of the city or county they have been denied by properties because the voucher does not meet the location requirement.
87	Funding support for smaller cities such as ours to support housing would be most effective.
88	As horrific as the pandemic was/is, it forced municipalities to be creative and expedient in providing housing for those experiencing chronic homelessness. Money from federal and state coffers was suddenly available to house individuals in SIP hotels. This was initially introduced as a temporary stop-gap solution, but has quickly grown into an intermediate or quasi-permanent housing.  Creating a regional rather than a municipality by municipality approach to addressing the needs of those experiencing homelessness is a much more efficient, financially sound and pragmatic means to identify regionally based solutions. The formation of regional government and quasi government organizations to address other challenges faced by regions such as the Association of Bay Area Governments, JPA's for municipalities that share common risks, and regional transportation entities like the MTC in northern California, or the LAMTA in Los Angeles, demonstrates a model and path to success for such an approach. The formation and execution of such a model in King County, WA, Maricopa, County, AZ, and regional COCs also provides a model and method for a regional approach.
89	Work with cities that have extensive land to use, to address their concerns of having interim or permanent housing. Many times there is misconceptions and real concerns that cities have. Taking the steps to addressing them can be a crucial one. Being open to out of the box ideas to make this housing a reality. Many cities face a density struggle, and those cities can look into possibly converting problematic motels and hotels that can provide that interim and permanent housing. Being open to those "out of the box" ideas can help address these obstacles.

Question 4	Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
1	HI should continue to focus on housing the homeless regardless of race, gender, etc.
2	No, we still need more secure jobs in areas with more people of color.
3	Racially equitable manner is a mute point. When looking at the number of homeless individuals and families, which ethnic group is more likely to be fall under "homelessness"
4	You guys are hung up on racial equity when it should be about human equity. If people stay on the streets long enough with no showers or proper hygiene, then everybody starts to look the same color. That is color Dirt
5	This should be the least of your worries right now. Homelessness has gotten worse since even before the pandemic and this was after Meas H was implemented.
6	Racial equity is a false issue created by politicians.
7	Homelessness has an impact on every race I'd like to inform you that there are many low income white homeless people
8	Create an effective data source for all housing agencies to access/contribute to target our most marginalized (black/brown) neighbors.
9	open up campgrounds
10	participation of cities
11	Yes
12	Not sure!
13	Benchmarks could be implemented to support the goal of housing more underserved communities of color through CES.
14	No, because frontline workers are still making poverty wages while the ceo receive an abundant salary. Frontline outreach workers need to be making at a minimum \$20 hour.
15	I don't know. That is a tricky situation.
16	unsure
17	Yes
18	The video did not really expand on this, but I think one key important part that might be missing is an acknowledgment [again] of the history and the real reasons why we are in the situation we are in. This includes: white supremacist redlining, other white supremacist economic and housing policies, crony capitalism, and more. Unless our local officials call it for what it is, and identify the real roots and histories, we won't be able to close any gaps.
19	The distribution of resources and housing should be mandated to be in line with the people who are actually homeless. Fair Housing laws are being used as a sword to prevent direct priority of BiPOC communities even though they are most in need.
20	Currently, where I see homelessness it seems fairly color blind. Blacks have suffered longest it seems.
21	any effort is good. I also think homeless services and prevention should be broadcasted more. share it at colleges, high schools, churches, community events, local jobs, etc... the more everybody knows, the more awareness, and the more involvement.

Question 4	Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
22	Not sure
23	Stop using the phrase "non-compliant" and stop criminalizing homelessness. Plenty of people with a history of racial trauma or other trauma have perfectly good reasons not to want to work with service providers or accept housing in congregate settings. Refusing to work within these systems does not make an individual "non-compliant". It just means that whatever service offered is not a good fit for their needs. Someone shouldn't be arrested, ticketed, forced to move, or have their personal items seized for being hesitant to work with systems they don't even trust. Especially when people experiencing homelessness are disproportionately people of color as are people who are ticketed/incarcerated.
24	Yes but it will depends on type of housing, location, etc. Most of the homeless individuals wants their own space & no house rules to follow.
25	SEE ABOVE SUGGESTION.
26	yes but it's admittedly hard
27	No they're not there's zero affordable housing going up zero
28	Concentrate on areas with the highest number of homelessness.
29	It would be useful if you stated what has been done. I have been following the HI for years and I couldn't articulate one specific strategy or program which has had a last impact on homelessness related to racial equity or otherwise. The situation has worsened dramatically.
30	Yes
31	Here we go again-advance racial equality what does it mean? Resources in place have to be re allocated.
32	no comment
33	Refer cases of landlord discrimination against low-income Black applicants to City Attorney/ County Counsel. Track percentage of affordable housing and total housing units allowed under RHNA zoning revisions in redlined neighborhoods vs. high-opportunity neighborhoods. Publicize this with a clickable map that will toggle to homeless count results, a map of housing overcrowding by Census Tract, and so on.
34	Involve local community resources and leaders - such as religious institutions and community centers - in the County strategies.
35	Racial inequality continues to be a problem and baby steps need to continue to be taken. We are moving in the right direction but in a very slow pace. LA County was doing well and then fell backwards a few years ago. We have to remain focused and diligent. Keeping mindful of all minorities no matter their gender, sexual preference or the color of their skin. All systems must be inclusive of those categories, not only for the recipients but the leaders.
36	Racial equality has no place in the programs. Homeless are who they are , we cannot recruit more homeless to meet equality goals. That's ridiculous.
37	Not sure, are they doing it - face to face interview?, are they expert in the field, if not, do they have the guts to assess a homeless person & find out if what helped does it need? Whatever the color of the skin- One thing is certain - do they have the heart to help?, or they are doing it because it is "a Job"? or a business to earned money? or they are not equipped to it? or possibly racial?

Question 4	Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
38	<p>I am not aware of a "racial equity" issue within your "homeless services system" so therefore I am ill-equipped to speak on it. I can only hope that this is NOT yet another attempt to racialize an issue that is NOT already racialized! I believe that ALL "services" within this "system" should be provided without ANY regard for race whatsoever. And I certainly hope that this is not about making a race into a victim class.</p> <p>As a black man I can state that I'm aware that black Americans' are disproportionately represented among the homeless population in this part of the country. But disproportional representation does NOT in any way, shape, form or fashion prove the existence of ANY "racial equity" issue that needs to be addressed.</p> <p>I am the first to acknowledge that much of the problems within certain groups and races, including my race are a consequence of POOR CHOICES which, unfortunately can become common amongst certain cultural groups or subsets within that group. In other words, just because a race may be overrepresented in a certain negative category that does NOT prove that there exists some racial inequity!</p> <p>EXAMPLE: If a specific group has the highest level of suicide does that in any way indicate that there is a social equity issue? Or does that perhaps suggest that there may be other issues that are more pervasive within this group causing a disproportionately higher level of suicide. Correlation does not equal or suggest causation. And the only racial group that uses drugs, all drugs, less than black Americans are Asian Americans. Does this mean that somehow there is some societal inequity that causes the white race to be far more prone to use illicit drugs? Does it? Of course not. So, basically I am saying that black Americans are overrepresented amongst the homeless largeley due to bad personal choices and a bad upbringing stemming from being raised primarily in single parent fatherless homes. But of course, ALL services should be doled out equitably but as I've stated ad-nauseam NOBODY, of ANY race, should be essentially rewarded for their own poor CHOICES that ultimately lead to homelessness!</p>
39	Unfortunately, I believe its a case of too little, too late. To overcome the vast distances in the advantage gap, we have to stop thinking in terms of equity and think about adequacy. It will take a hundred years for balance to occur through equity. On the other hand, adequacy pours enough into the REAL solutions side of the problem to close the gap.
40	It's getting better but you have to get rid of LAHSA they hold too much power over what resorces are allocated through the city. Honestly, I've seen workers misuse their authority and they aren't very well trained either.
41	Race should not play into this issue at all. We don't care what race a person is, we care if they are without shelter. Stop insulting everyone by making it racial. These are economic issues tied directly to education and mental health, not race. If the county and state would simply recognize that we have a population of mentally ill who cannot compete and should not have to, this problem would not be as serious as it is today.
42	Yea
43	Yes, but the recommendations should be actualized.
44	Reentry:most people who are incarcerated are African American men. They will become homeless without pre-release intervention

Question 4	Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
45	They are necessary steps but not sufficient to advance racial equity. It is critical to address inequities that exist in the structural causes and enforcement of homelessness, and not just in access/distribution of resources for people who are unhoused. Sweeps are disproportionately affecting unhoused individuals of color. Laws like 41.18 disproportionately criminalize unhoused people of color who will incur fines and then jail time for unpaid fines, single-family zoning in LA creates barriers to housing in predominantly white and wealthier neighborhoods, etc. Further, the wealth gap between Black households and white households in LA is large, which makes housing even more unaffordable and unattainable for minoritized individuals. I urge HI to intervene on the inequities within these structures--sweeps, laws that criminalize homelessness, wealth gap--and expand solutions like universal basic income, permanent supportive housing, and decriminalization of homelessness.
46	No.
47	Demographics do not matter; address the homelessness issue. People are people; don't put so much emphasis on race; look at income disparities and mental health needs instead. Mandate substance abuse treatment for those housed or in need of housing.
48	I have no clue but I'm glad you're trying.
49	Yes.
50	<p>What are the steps??????</p> <p>If I have to ask that, it is 'in the right direction', but it's clearly nowhere near enough to actually doing something.</p> <p>Again, let me just reiterate:</p> <p>We absolutely need to provide a living wage (median rent is \$2000 for apartment or studio) for everyone so that we stop people from losing housing, affordable housing with actual consequences for landlords who participate in housing discrimination, better transit so that people have more options in where they live and work, universal healthcare, universal food, and UBI so that those who are still struggling do not fall deeper into poverty.</p> <p>The current social safety net is oriented towards people who work, live in a home, and are married. This is why we have our current status quo. Let's reimagine how we build cities and the services in the cities so that everyone can live decent and dignified lives.</p>
51	Veterans, women and children are of higher concern to me than race.
52	No way. Race is a Non-issue. Everybody who is homeless could care less. They are either sick, drug addicts, or fallen on hard times. Today they are being treated all the same. They are not. But, race has nothing to do with it.
53	Na

Question 4	Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
54	I don't believe enough has been done. The population within LA is majority Hispanic with a very small population overall being Black yet the homeless population of Black people completely outnumber the Hispanic homeless population. That's a racist system. Was it 13% Black population overall LA? 50% Black homeless population? 65% Hispanic population LA, less than 1% homeless? White population 50% homeless population? Yet less than 50% overall LA population? Again please address the abuses within the existing system of subsidiary housing please.
55	If we continue babying people, all problems will never be solved.
56	No and no
57	I don't know what these specific operational steps are. Please describe them on your website, along with the measures the other key County departments are taking (e.g., DPSS, DMH, DHS, DCFS, ODR, Probation, Sheriff)
58	I'm not in a position to evaluate this.
59	No. Employment opportunities need to be made available to people with criminal histories and those with records should not be denied housing resources as a result of their criminal background. Opportunities for higher education and job advancement also need to be made available.
60	I don't feel qualified to speak on this.
61	yes. work with community leaders from those communities and listen/follow their suggestions for progress
62	There's not been enough outreach in Spanish and there's been none in other languages
63	I think racial "inequity" has been a problem for decades and has become systemic in government, social media, entertainment, in schools-education, jobs, etc. Every person is entitled to fairness and equality.
64	<p>Supporting DV / IPV survivors is a racial and gender equity issue. Of all the Domestic Violence-related service calls LAPD fielded in 2020, over 30% came to four police stations in the city, all of them located in predominantly Black or Latinx communities.</p> <p>The COVID-19 pandemic also highlighted the need to direct services to specific communities. Service providers who offered housing for survivors through the city of L.A.'s Project Safe Haven saw a major increase in the number of Black families being served, compared to previously existing DV shelter operations.</p> <p>Workforce development and social enterprise programs like the Los Angeles Regional Initiative on Social Enterprise ("LA:RISE"), where nearly 80% of participants are Black or Latinx, also directly support the County's equity and anti-racist work. The pandemic has disproportionately impacted the employment and earnings of women, specifically Black women, Latinas, and Indigenous women, who historically earn far less than men or white women. Absent stable and reliable income, we can expect to see an even sharper rise in homelessness amongst women in Los Angeles.</p>



Question 4	Do you think the steps that HI has taken to advance racial equity within our homeless services system are taking us in the right direction? Are there opportunities within specific strategies or programs to further ensure that resources are distributed in a racially equitable manner?
65	Unless every employee is engaging in racial bias training and held accountable for their learning, opportunities can stall at the first encounter with someone whose intentions may be good, but whose impact remains racist.
66	I can't answer that for tow reasons, first I have no experience in experiencing your racial equality efforts, and secondly, I had to move to Orange County to take a job in 2018 after living on Los Angeles since 1981, and although I am still homeless, Orange County housing is much more expensive and difficult to obtain.
67	Just copy mayor brand and pallet shelter
68	as a hispanic living in sro downtown find black dominate biased services
69	The only disparity would be linguistic barriers, if they do come up.
70	The system is still incredibly unequal, and more needs to be done to support unhoused BIPOC and prioritize them to a greater degree. I don't really see any results from what is allegedly being done to address this issue. I know 10 people who got into temporary or permanent housing this year alone and only 2 of them are POC. That's an abysmal ratio given the actual proportion of BIPOC to the overall unhoused population.
71	I am not aware enough to comment.
72	Don't differentiate by race but by income.
73	Yes, I can see the differences, but we need more bilingual caseworkers in the field.
74	It's unclear to us the steps that have been taken to advance racial equity within the homeless system. Additionally, it is unclear how advancement is measured. We suggest improving messaging around issues of racial equity.
75	No. There is a significant geographic disparity in the amount of resources used to support San Gabriel Valley cities. These cities will become the impacted areas as the City of LA and the LASD continue to push homeless from mainstream LA and the coast. With limited resources, we will be left with little ability to address this impact.
76	I am not familiar of the steps taken. However, I think the distribution of resources needs an overhaul where outreach and support is given to the cities. Right now its not trickling down as it should. What the exact solution is, I am not sure. But I dont see the outreach now in some cities as it assumed it is by residents of the area.

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
1	It's extremely frustrating that people living in encampments in public parks (like Stoner Park in West L.A.) can simply choose to remain and turn down multiple offers for housing from LAHSA and other services. LAHSA has reached out to these unhoused men living on Westgate Ave /Stoner Park but they've told LAHSA they like living there. Their encampment is increasingly spreading and becoming an eye sore, and they block the side walk that children from nearby schools use for their physical education and running. Mayor Garcetti's ordinance calls for no encampments near schools and in parks and yet this encampment is growing, not shrinking. Why don't residents' desires for free access of sidewalks and use of parks count just as equally as homeless people's desire to set up their tents in the sidewalk of a park?
2	The mentally ill need to be in structured, supervised housing with wrap around services. Many homeless individuals will never be able to live independently.
3	Family housing and prevention of homelessness for families. Overall, your presentation is not for lay people, it is too long, too high level with out specifics, and too difficult to understand for the average reader. If you want real responses for your everyday citizens, make the presentation shorter and more specific.
4	Housing is NOT adequately addressed.
5	What about the business owners on Skid Row who continually have to worry about their buildings getting burned down because of tent fires caused by arson? Businesses in Skid Row are told to deal with it. The city of la does not care about them, and that is really sad to me.
6	Yes, the lack of even distribution as far as these shelters etc are being built. As I said, can you actually LOOK at the areas you're putting these homeless in and make sure there's jobs etc available for them? Make sure the cities can handle the added population as far as infrastructure and services? Again this is a COUNTY issue! Spread the burden evenly!
7	Provide the homeless transportation back to their home states. Many are stuck here and should be near their families.
8	To prevent homelessness, institute a program in which no one who is facing homelessness post-incarceration should leave County Jail without a plan for housing.
9	Housing first
10	Where exactly is the money going? Audit, audit, audit!
11	call sherif villanueva to clean up
12	no
13	Answers above.
14	Yes as I previously mentioned. The broken mental health system has a tremendous impact on the homeless problem. Due to a lack of adequate resources; privacy, financial concerns and other human deprivations push people to the streets. Many things we take for granted they are denied.
15	I think mental health is a critical issue that needs to be addressed in the homeless community
16	Between 2017 and 2020 there has been a 20% increase in older adult homelessness to just under 15K. The county has access to 6,806 emergency housing vouchers. Currently LAHSA has not prioritized older adults population for these vouchers but at the Federal Level the guidelines support prioritizing older adults for these vouchers. I feel strongly that older adults should be added to the priority populations listed for these vouchers.

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
17	We need to have a bigger conversation on decomodifying housing otherwise these band aid approaches are not going to work.
18	It seems to me you are right on.
19	lack of education / training to get high enough paying jobs to afford housing. programs that could provide free education or trainings and/or provide free or affordable housing while participants go to school would be helpful. Participants need access to higher income sources if they are going to sustain permanent housing in LA County
20	Yes
21	We request that the Homeless Initiative include a formal strategy centering the importance of workforce development and employment services in helping people regain personal stability. We support a greater invest in workforce development and employment programs specifically programs that provide prevention services to stop the inflow into homelessness, and those designed to help people striving to overcome high employment barriers succeed in the workforce, like LA:RISE. The mainstream workforce development system including WIOA resources should continue to be leveraged, however, Measure H funding provides greater flexibility to create innovative solutions and also allows for more targeted, specialized, trauma-informed employment services, designed to serve individuals experiencing homelessness and who are facing housing instability. □
22	Again, our current housing crisis is a manufactured problem, and the actors are those in city council, other leaders, and private developers who are a plague to our city. The more we can pressure decision makers, and elect new ones, to make decisions that lead to permanent, supportive public housing for all, the more we are going to see this issue actually get resolved. This involves our city budget prioritizing care, health, and basic needs; which is far from where we are at. Until we focus on this, we will be begging for crumbs and scrambling to find the band-aids. Thanks for taking the time to read my feedback!
23	There should be an emphasis placed on the actual costs associated with the work. For example ICMS per person rates have not been raised since the beginning of the program. This prevents agencies from hiring and retaining experienced staff. The turnover greatly effects the success of the clients. New funding from Recovery Rehousing is creating a tension in programs as that funding allows and encourages paying staff more because of the shortage of staff. Measure H funded program budgets need to also increase. As a sector, we should not have to pay staff a low wage that would qualify them for some of our services.
24	There needs to be different strategies for different population of homeless individuals. Often the homeless individuals are lumped into one group, but strategies and coordination efforts will look different based on their acuity level of needs and years of homelessness.
25	Reconsider the long adhered to single cure model of "permanent" employment and sticks and bricks housing. Many people will fare better if allowed to be mobile and move to where the employment opportunities and fair weather are. Only China has a permanently employed work force. Just read the label on everything you buy. But then so did the southern states during chattel slavery.
26	yes. the current encampments and those who set up a single tent. they need daily checks ins and weekly clean up crews. They also need services that come to them. for example they should have religious groups out there in microphones spreading the word of God, they should have social and emotional support services go visit find out why they choose to be homeless, by talking to them. of course they need to have security because people in encampments sometimes are armed and dangerous. they need someone to mKe sure they had food for the day and if they need clothing and showers. encampment management. it would make the homeless living there aware that they can't stay there for ever and that they can't just make a mess out of that area and that there is persistent help for them to move put of homelessness. Thank you

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
27	<p>I work with the Department of mental health and at least 30% of the time with the homeless. It is evident to those of us who work with this population that the laws must change. You will not solve the homeless problem unless you change the laws. We are WASTING our money without mandated treatment.</p> <p>1. The chronically mentally ill are suffering. Every dollar spent and every employee working with this group struggles under laws that allow humans to live in deplorable conditions all under the idea of "self-determination" - a core professional and ethical value. The problem is that the severely mentally ill have an impairment affecting their judgement. When there is a problem in judgement, it is wrong to not intervene.</p> <p>De-institutionalization solved some problems and created others.</p> <p>a. Change conservatorship laws that make it easier to conserve someone. Make conservatorship renewal easier.</p> <p>Judges are making these decisions without proper regard for the larger picture of clients functioning and behavior. They are looking at one point in time. Most of our clients have the social skills to hold themselves together before a judge for a few minutes.</p> <p>I think of a client who I spoke with for 15 minutes in jail. After 15 minutes she started talking about cutting off her ex-husband's penis, etc. Clients can not be judged by a few minutes. The whole picture of how they have been managing themselves, collateral with those who care about the client need to be a part of the picture.</p> <p>b. Create institutions for those with severe impairments. Nice facilities, cf facilities for clients with dementia. The parallels are appropriate to look at. Facilities for clt's with dementia are nice, with caring people, who want the best for the individual. Some bake bread and cookies, have pets, outings, etc.</p> <p>The severely mentally ill have a right to a nice life. We allow them to live in filth and squalor thinking "they want to live like this." Their capacity is not appropriate to make sound decisions.</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
[27]	<p>2. Mandated treatment for substance use. It is my strongest belief, as evidenced by the current increase in crime and homelessness, that if a person's substance use is affecting the public, that they should be mandated to tx, against their will. The Law has provided a provision for this under WIC 5170 but this is not put into practice and does not address drug use. In the current milieu of a lack of enforcement of crime and dangerous behavior, there is the idea that treatment over incarceration. Problem is that treatment, except for short-term involuntary treatment, has to be voluntary. These clients do not want treatment.</p> <p>I assure you the clients who are having the most difficulties are absolutely not willing to accept treatment. Programs are there to help motivate them but there is so EFFECTIVE way to address the most challenging cases without impinging on a clients personal right to self-determination. The devastating affects of allowing humans to fall below an acceptable level of self-care, in the name of their freedoms is inhumane. I say, "shame on us" for allowing it.</p> <p>We who are trying to help these people are without any effective tools due to the strong grip of addiction that takes people down a path that everyone of us knows is below</p> <p>3. Enforcement: Drug addicts are creating chaos in the community due to a lack of enforcement and all under the idea of treatment over incarceration and due to law enforcement fearing use of force. Clients who get shot because of their behavior and drug use should not get big money settlements for them or family if they get shot. Deputies should be able to use force appropriately. They are so afraid to use force that terrible things are allowed. We have to support law enforcement.</p> <p>I have many clients who push out elderly parents out of their homes. They have slept in their cars, become homeless, etc because deputies don't want to escalate to force to get them out. These mentally ill or drug abusing clients are illegally squatting in these homes. It takes months to get them out, if we even get them out. Meanwhile the rightful owners of the homes are displaced. This is becoming more and more common.</p> <p>So much more can be said about enforcement but it is INSANITY to let criminals out of jail just because you don't want to have that many people in jail. What kind of reasoning is that. You can't solve homelessness without addressing the above.</p> <p>CF WIC 5170 - WELFARE AND INSTITUTIONS CODE - WIC</p> <p>DIVISION 5. COMMUNITY MENTAL HEALTH SERVICES [5000 - 5961.5] ( Division 5 repealed and added by Stats. 1967, Ch. 1667. )</p> <p>PART 1. THE LANTERMAN-PETRIS-SHORT ACT [5000 - 5556] ( Heading of Part 1 amended by Stats. 1968, Ch. 1374. )</p> <p>CHAPTER 2. Involuntary Treatment [5150 - 5349.1] ( Chapter 2 added by Stats. 1967, Ch. 1667. )</p> <p>ARTICLE 1.5. Detention of Inebriates for Evaluation and Treatment [5170 - 5176] ( Article 1.5 added by Stats. 1969, Ch. 1472. )</p> <p>5170.</p> <p>When any person is a danger to others, or to himself, or gravely disabled as a result of inebriation, a peace officer, member of the attending staff, as defined by regulation, of an evaluation facility designated by the county, or other person designated by the county may, upon reasonable cause, take, or cause to be taken, the person into civil protective custody and place him in a facility designated by the county and approved by the State Department of Alcohol and Drug Abuse as a facility for 72-hour treatment and evaluation of inebriates. (Amended by Stats. 1978, Ch. 429.)</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
28	Please address the process by which contracts are considered and make the process more transparent. Partners from agencies who have not typically engaged in combating homelessness may have ideas on Department programs that may enhance the HI efforts, but no current transparent process/platform exists that clearly shows how much of the Measure H funds are available for submitting proposals of such potential projects for consideration. Thank you. □
29	It's reassuring to see so many ideas for addressing homelessness, but can you also provide solutions for neighborhoods that see homeless encampments take over their kids' local parks? Can there be ways to respect residents' needs for access to their parks in addition to homeless people's rights to have places for their tents? The recent ordinance that prohibits encampments in parks and near daycares does not seem to be getting enforced (e.g., there's a homeless encampment in Stoner Park across from a daycare and a school, and multiple neighbors have placed 311 requests over the past 6 weeks to have the encampment moved out of the park but it's still there).
30	No
31	The actual actions/recommendations on racial equity are still being developed, and thus unclear what actual changes are going to take place.
32	Persons experiencing homelessness need jobs. We need programs that offer Free job training such as in plumbing, construction, etc for man and women. Asking large companies such as Walmart and Costco to offer low skill job training and hiring opportunities for people experiencing homelessness. The county can offer paid low skill job training to persons experiencing homelessness or recent history of experiencing homelessness.
33	All clear. Some individual's mental condition should be a reconsidered to be effective.
34	SEE ABOVE SUGGESTION.
35	what happens when someone gets evicted from one program (like Project Homekey) does that "eviction" follow them?
36	We request that the Homeless Initiative include a formal strategy centering the importance of workforce development and employment services in helping people regain personal stability. At CEO, we have seen firsthand the impact having access to employment supports can have on individuals upon release. We support a greater investment in workforce development and employment programs, specifically programs that provide prevention services to stop the inflow into homelessness, and those designed to help people striving to overcome high employment barriers succeed in the workforce, like LA:RISE. The mainstream workforce development system including WIOA resources should continue to be leveraged, however, Measure H funding provides greater flexibility to create innovative solutions and also allows for more targeted, specialized, trauma-informed employment services, designed to serve individuals experiencing homelessness and who are facing housing instability.
37	We request that the Homeless Initiative include a formal strategy centering the importance of workforce development and employment services in helping people regain personal stability. We support a greater invest in workforce development and employment programs specifically programs that provide prevention services to stop the inflow into homelessness, and those designed to help people striving to overcome high employment barriers succeed in the workforce, like LA:RISE. The mainstream workforce development system including WIOA resources should continue to be leveraged, however, Measure H funding provides greater flexibility to create innovative solutions and also allows for more targeted, specialized, trauma-informed employment services, designed to serve individuals experiencing homelessness and who are facing housing instability.

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
38	The city's enforcement of rules is demoralizingly erratic. Ordinances get passed, e.g. that our local parks, daycares and school areas are off-limits to homeless encampments, and then the ordinances don't get enforced, even when many neighbors reach out for help. Was the ordinance just a stunt to create the impression something is being done, when there in fact was never a plan to make certain areas off-limits? Please take residents' rights to safe, clean parks and schools as seriously as you take unhoused people's rights to set up encampments. If an encampment is rife with drug use and violence, and residents are in fear, why are residents' concerns not taken more seriously?
39	we have to take our heads out of the ground & address the issue
40	the mental health aspect does not seem to be a focus. Some people experiencing homelessness have a mental illness that is not being treated. They need to be treated for them to consider a home and not think that homelessness is okay.
41	I feel that you have not addressed the desire to protect peoples rights and freedoms. I hear a lot about how it is someone's right to be homeless, to camp in public, etc. These "rights" and "freedoms" do not serve anyone's best interest, the community, the public, or those experiencing homelessness. It's time to state in policy that the rights and freedoms of the community need to be addressed. It's time to determine that being homeless is Not a right if it infringes on the safety and well-being of the community at large.
42	YES! The majority of people experiencing homelessness are unable to live independently. They need higher levels of care to deal with trauma, mental illness and chemical dependency. They need to be in institutional settings. They are so disabled they are unable to consent to care--but they still need care! It is not compassionate to wait for their consent and let these vulnerable individuals suffer on the street.
43	This framework is built on old, ineffective thinking that has only made the crisis worse. This crisis can not be resolved until one team takes ownership and makes bold decisions. We can not have multi-levels of government and various non-profits taking their own approach to piece meal solutions. LAHSA doesn't work. THIS APPROACH HAS NOT WORKED! IT WILL CONTINUE TO NOT WORK! This is a war for our soul, our very humanity and the evidence that we are losing every day is the unsheltered homeless individuals in my neighborhood and who I know by name and I try to help in the small ways but who can only extricate themselves from their situation with a comprehensive solution to care - something we can only offer as a community. End of rant. Thank you for listening.
44	The new frame work in place is not going to do much- more of the same - the defined planing to begin with is not going to do the job
45	families and support services for housed to prevent homelessness from occurring again.
46	The most important issues are to expand affordable housing supply/compliance with RHNA, and to expand/improve MH and SUD services.
47	Why not explicitly address coordination and encouragement of the many non-government community entities that currently provide various homelessness services, into the LA County Homelessness Initiative?
48	It looks wonderful on paper but putting it into practice is the challenge. Organization, education, diligence and funding will be key.

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
49	There will always been a certain percentage of unsheltered who are not interested in receiving services or transitioning into permanent housing; who prefer living outside. The plan needs to take these individuals into consideration and perhaps utilize some lesser desirable land to prepare a “unsheltered camp” with services similar to those offered by private camp sites.
50	Enforcing existing laws, protect public and private property including roadways and sidewalks.
51	Those proposal are great how it is being proposed but the "actuality of performing and doing it will be different", while the actual program is being performed, it should also be monitored on its effectivity ( being done right, correctly and effective- or else its a waste of money.



Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
52	<p>THE most "critical issue" is a wanton failure to ignore the obvious which contributes to the fact that this "problem" is growing ...and will continue to grow regardless of these destined to fail efforts. THE issue is that we truly do NOT have a "Homeless Problem" perse! There is ample housing for all who are willing to abide by the rules like any other adult. The true problem is *DRUG ADDICTION* and an unwillingness to become a productive member of society! All of these failed efforts only encourage homelessness. And unfortunately, due in part to the nicer weather and equally due to it's liberal policies cities like Los Angeles, San Francisco have become a mecca for the homeless who migrant to California with the express intent of being homeless!</p> <p>And any and all efforts to make it even easier for the homeless to focus all of their energies into their daily routine of securing drugs, by any means necessary will only exacerbate an already unmanageable problem!</p> <p>Anyone who has ever worked with the homeless or at homeless shelters and rehab programs is well aware the homeless typically have a million EXCUSES wherein somebody or something else is at fault. Anything other than themselves because personal accountability for most long-term homeless is like Kryptonite to Superman.</p> <p>They will tell you that the plight that they share with the perpetually unhoused is the fault of:</p> <ul style="list-style-type: none"><li>The Government</li><li>Big Tech</li><li>The 1 percenters</li><li>The Illuminati</li><li>The Republicans</li><li>The Democrats</li><li>The Politicians</li><li>Greedy Corporations</li><li>Money hungry landlords</li><li>Governmental Conspiracies</li><li>etc ...etc ...ETC!!!!</li></ul>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
[52]	<p>And I'm sick and tired of hearing about housing costs. That is also NOT the problem! There is PLENTY of "housing" that is readily available NOW and it is "affordable!" In fact, ALL housing is "affordable!" I would love to live in Santa Barbara or Malibu with a house high on a hill overlooking the ocean. But I cannot afford it! Would it make sense for me to relocate to Santa Barbara or Malibu, start sleeping in the park or in my car and then complain about how the housing there is "not affordable!!?" Should the government ...or more appropriately the hardworking TAXPAYERS have to step in and subsidize my poor and foolish CHOICE to live somewhere that I cannot afford?</p> <p>NOW LET'S TALK SOLUTIONS!</p> <p>Unfortunately there is only ONE basic way to deal with the true root cause of "homelessness" and it seems that few have the COURAGE to do what is desperately needed ...or even to SPEAK about it!</p> <p>I, for one, KNOW what needs to be done! And it starts with acknowledging that the homeless population are PEOPLE! So I do not advocate treating them like they are LESS than PEOPLE! And when we coddle; babysit; make EXCUSES for and treat them like innocent, lost kittens whose feline mother abandoned them we are only exacerbating an already tenuous problem with our liberal guilt which invariably makes the problems WORSE!</p> <p>So the absolute WORST thing that we can possibly do is essentially REWARD people for CHOOSING the predicament that has become a true problem for the rest of us ....who did NOT choose it!</p> <p>So with the exception of many of the NEWLY HOMELESS who face that condition, oftentimes through no fault of their own. And even if it is there "fault" I believe that as a society we should offer a helping hand and a safety net. So first, I want to isolate the temporarily unhoused and separate them completely from the chronically, permanently HOMELESS! They ...are a different and a unique breed of humans. THEY have chosen their path and nothing short of TOUGH LOVE can help them. But it's not just about helping them. It's about "helping" society to remain functional and helping our cities and suburbs to remain livable!</p> <p>It is absolutely essential that we focus on the rest of us. WE who are productive members of society. WE who are the hardworking Americans who provide the very tax revenue that you are even now contemplating investing in this "problem." WE the very people who the chronically homeless depend upon for their very existence!</p> <p>When WE can no longer live a decent and safe life it is just a matter of time before there is a major EXODUS and those who have essentially destroyed our cities will be left to wallow in them. Think about what happened to Detroit once there was a major exodus from which it has never recovered.</p> <p>Businesses are already leaving California in droves and many, many of it's citizens are contemplating leaving and going to greener pastures where the stench of human feces and urine mixed with vomit does not assail their nostrils each time they try to enjoy their domicile.</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
[52]	<p>HOW TO HELP THE HOMELESS</p> <p>Take a new TOUGH LOVE approach Enforce the existing LAWS that they routinely break ...regardless of the EXCUSE Get them in the system so that we know who they are Set up mandatory Intervention and Counseling so we find out their issues (drug of choice) Offer the choice of incarceration or a lenient program that's only designed to HELP them The "programs" goal must be drug/alcohol REHABILITATION and becoming PRODUCTIVE! If they choose "incarceration" then house them in a SEPARATE incarceration center where being productive, working and treatment are mandatory</p> <p>This will accomplish several things: [ ] Get them off the street [ ] Identify them and their needs [ ] Provide them the potentially life changing mentorship/training/ life skills that they need</p> <p>WHY JUST HOUSING THE HOMELESS IS A B A D IDEA! [ ] They will STILL be DRUG ADDICTS [ ] They MUST be compelled to put in the WORK to improve their own station in life [ ] The homeless are PEOPLE ...and should be treated as such! Treating them like innocent little newborn kittens who need to be breastfed does NOT truly help them or change anything! [ ] You're just encouraging MORE people to CHOOSE drug addiction and slothfullness as a career choice ...and it's the ONLY career choice other than Military service and a few others that comes with FREE HOUSING as a reward!</p> <p>- John/ Author who has successfully changed lives <del>topnot43@gmail.com</del></p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
53	<p>The problem of bully politics needs to end. One powerful councilman or supervisor should not be holding others hostage by trading support across district lines or encouraging a "what happens in YOUR district is YOUR business and what happens in MINE is MINE". Everyone from the County Supervisor to the Mayor and ALL other elected officials should be held accountable at the grassroots level. Neighborhood Councils were supposed to create greater accountability between neighborhoods and the elected officials that represent them in the legislative arena. What a joke. There are two few districts in the County and the City. We definitely need more districts in the City. 15 to 21 !!</p>
54	<p>Just the way things follow starting with the CES the whole Spa thing should be converted to one entire database which allows clients to get services no matter what part of the county they are in.</p>
55	<p>Some folks, even after they are provided shelter, are going to need to be supervised and cared for because of disabilities. But the first issue is getting them off the street. You simply cannot enforce vagrancy laws without an alternative that is not incarceration only. Since when is it considered civilized to incarcerate the mentally disabled because that is the only option open to the court?</p> <p>Some people, if left to their own devices, will go off the rails and never be productive or healthy again because of a malady or disease that is treatable but we're never afforded treatment. Until we can provide shelter to all who need it and have them diagnosed to be able to help them, the whole process is like trying to heard cats.</p> <p>Have you ever heard of a successful cat rancher? Of course not.</p>
56	<p>I don't understand that when city and county H and HHH were passed, that tbe problem was said to be on its way to being solved. Yet, when an average voter drives down the street, they see homelessness as much as ever. And there is a subset provision on the tax collection on hhh. This needs to be solved with my tent city. Please call me in to discuss this. Please.</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
57	Without the ability to issue contracts and pay invoices on time, the collection of non-profit service providers that are the foundation of the homeless response system, will collapse. I understand that nine of the largest have had to take out lines of credit in order to pay staff and vendors while waiting for LAHSA to pay invoices. Our agency has an emergency fund established by our city to bail us out when LAHSA is late. We have also now opened a line of credit with a bank.
58	I think we should be paying more much attention to prevention. I think we should look at a "placed-based" approach to "real affordable housing" where rents should be lowered where homelessness is highest, and every where each new apartment structure should require 25% affordable housing, of which 10% should be below affordable.
59	"Prevention" doesn't mention the criminal justice system. Focus on Reentry and Diversion.
60	Reestablishing the amount the homeowners can charge renters. Renters are constantly being exploited high cost rent while repair and tenant needs go unmet. It should be clear a studio unit is in between this specific price range and so on. Housing is a public safety issue and should be treated as such. You cannot be a productive member or society if your basic needs are not met, shelter is a basic need and should be treated as such. Keeping people housed is how we eliminate homelessness.
61	I am a UCLA community psychiatrist, researcher, and educator whose career is dedicated to the problem of homelessness. My research is funded by the NIH and UCLA and I have no commercial or other conflicts of interest. I urge HI to reach out to me or other experts in homelessness, at UCLA, USC, and other local universities and in Schools of Medicine, Urban Development, Public Planning and Policy, Public Health, Law, and others. These experts can help HI identify national and international best practices, such as the nation's largest network of permanent supportive housing (NY/NYIII), New York's homeless outreach consortia that coordinate outreach for entire boroughs, hospitals that purchase and oversee housing for medically vulnerable populations (Boston Medical Center, Bon Secours Health System in Maryland), and cross-sector shared budget models that coordinate funds across mainstream government agencies. I urge HI to reach out to these experts, as they have dedicated their careers to this work and have in-depth knowledge and connections with other city governments. This will save HI time and considerable money, as LA should be implementing existing best practices--practices that we know are effective and equitable--and not creating initiatives ad hoc.
62	All of the above in my answers. The corruption in government is rampant.
63	Youth, Families, Mentally ill, SUD, have to be treated accordingly. House them youth, elderly, and families ASAP. Send Substance users and mentally ill patients for treatment as part of housing requirement. Offer job skills and job placement and mental health support and perhaps childcare for those who find employment.
64	DRUG ADDICTION! Reform how we handle drug addiction and how we help addicts. Drug addicts aren't thinking about getting off meth or whatever and trying to live a normal life like a person that ended up homeless because of financial or metal issues. It's mostly the drug addicts stealing and roaming the neighborhoods threatening people. Also, CRIME. Geez man, why do we even have laws? Help people, but implement the laws. When someone calls the cops because a man is pooping in the street in a family neighborhood don't say, "we can't do anything". That's at least indecent exposure. Why are the cops not even coming out or taking reports anymore? Why does it take so long to get encampments on the sidewalk where people are doing drugs and blocking the way of kids walking to and from school? That should be nipped in the bud immediately. Not even a day later, within minutes. We need police cooperation and police man power to get this bettered--not just politicians and bureaucrats. If new encampments weren't allowed from the get go and that was a known thing in LA County we wouldn't have as many issues. Make it harder to be homeless in every single way possible. Train police to be compassionate and kind at all times. You can be firm and kind. Focus on jailing the ones that really are just criminals for whatever reason or stealing because of addiction--let them hit rock bottom so they can get back up. Have all addicts leave jail or prison to go to a rehab as their residence as a requirement. You can't be light on the group as a whole. Be light on the ones the outreach workers know need that mercy. Bad apples shouldn't make it harder for people that want the help and are willing to do what it takes to get to a better life.

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
65	Homelessness is partially a drug abuse problem. Focus on that. Coordinate with LB police to coordinate the effort.
66	<p>YES! Again:</p> <p>We absolutely need to provide a living wage (median rent is \$2000 for apartment or studio) for everyone so that we stop people from losing housing, affordable housing with actual consequences for landlords who participate in housing discrimination, better transit so that people have more options in where they live and work, universal healthcare, universal food, and UBI so that those who are still struggling do not fall deeper into poverty.</p> <p>The current social safety net is oriented towards people who work, live in a home, and are married. This is why we have our current status quo. Let's reimagine how we build cities and the services in the cities so that everyone can live decent and dignified lives.</p>
67	The whole situation is confusing to most in need.
68	Yes, mental health resources
69	Yes. All government needs to show they care, and realize we tax payers deserve not to be effected in our parks, store fronts, streets, etc. Make this a campagne promise and really do something and see what happens with your popularity. Anybody who has Homelessness on their priority along with fixing, but supporting the police has my vote whether that have a "D", "R", or "I" after their name. All we have to do is look at those cities that are letting Homelessness and Law & Order run ramped to see what is happening. We need officials that care about both. People are willing to help others and would not complain about so much taxes if they were going to fix the real problems.
70	Na
71	Yes, please 1st address abuses within the existing system of subsidiary housing.
72	One strategy is considering pairing direct cash transfers to people experiencing homelessness with a program like Miracle Messages that works on relational poverty - this type of program is being piloted in LA in May 2022 or later
73	If they refuse to comply or follow the strategies, what are the consequences? If there are no consequences, they will continue do whatever they want. If we continue to build more houses, will all the homeless around the world come to California for free housing and services? What will be the next step if they refuse to work or can't hold down to a job?
74	Homelessness prevention needs a new plan
75	A huge, huge problem is the pay disparity between the Community Based Organization (CBO) and County staff in comparable positions of responsibilities. CBOs need to be able to keep pace with the competing salaries offered by LAHSA. Our CBOs have lost so many line staff and mid-level managers to LAHSA. The results are that CBOs are (1) consonantly understaffed because of the vacancies so they cannot fully serve the PEH in their region; (2) new line staff have to start from scratch in building trusting relationships with PEH; (3) new staff must be trained so they are not effective on "day 1"; (4) added burden on management to train the new staff. Contracts must include the same cost of living increases that County employees enjoy.
76	<p>YES. Take a look at my nonprofit, <a href="http://miraclemessages.org">miraclemessages.org</a>. We help people experiencing homelessness rebuild their social support systems and financial security. We're reunited over 500 unhoused neighbors with their loved ones, matched 150 with trained volunteers for weekly calls and texts, and distributed \$50K in one of the first direct cash transfer pilots for people experiencing homelessness in the US, which resulted in 50% of unhoused recipients securing housing as a direct result. We are interested in working with you and expanding into LA, and we already have some major philanthropic commitments in place. Let's chat.</p> <p>Kevin@miraclemessages.org</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
77	<p>Drug overdoses are the number one cause of death in the unhoused community. Far more than is currently reported are in the grips of severe meth and/or opioid addictions. They are often estranged from their families have lost their employment and are homeless because of this. If we continue to fail at addressing this with honesty and we continue to have policies that minimize this, we will continue to see the failures that we have grown accustomed to. Additionally, the communities that are now very acquainted with the visibly unhoused that live near their homes and businesses are aware of this and have grown increasingly resentful of the continued efforts of LAHSA and service providers in telling them they are wrong and have misconceptions. It has created an environment where people are less benevolent minded toward the unhoused and are in fact hostile to the idea of them being housed in their neighborhoods. We must address this before we will see any real success in addressing the problem of homelessness and housing.</p>
78	<p>1-It's very frustrating to see our city/county look like a dumpster. Many homeless individuals leave trash and relieve themselves wherever, which costs the city/county time and effort to clean it up. This takes time away from other services that could be provided to the community. Which strategy addresses this issue? 2-there are homeless individuals who do not want to conform to structure/rules living in housing. How will you address this? Can they be committed to a mental institution rather than roaming the street? 3-Homeless individuals living in housing need to do their part to remain in temp/perm housing. Work around the facility, get a part-time job, etc. Tax payers are footing the bill. 4-childcare is an issue that needs to be addressed so lower income families can work. There are many single moms who struggle to work, care for children, and pay rent. The welfare system is another area that needs to be reformed. Start fingerprinting so people don't abuse the system under different names. Assist with childcare so they can work. Too many people feel entitled and don't earn what they get. Again, the rest of us are footing the bill.</p>
79	<p>instead of spending 3 million dollars on signs that promote 41.18 and display hostility, let's use that money towards actual compassionate help for unhoused people</p>
80	<p>Nobody knows how to get a hold of resources when they are facing eviction. There should be mandatory informational posters in laundry rooms and entrances of apartment buildings the same way there are in work places.</p>
81	<p>Legal assistance for homeowners who are in foreclosure and for those who have lost their properties due to biased judges ruling in favor of lenders forcing people to be homeless..this has been a problem since 2008 and continues to be a problem...there are too many arrogant judges who dislike listening to pro se plaintiffs and defendants but they have no alternative but to represent themselves and usually lose in an unlawful detainer hearing with legal representation....attorneys aren't affordable for most people.</p>
82	<p>I saw these complex strategies put together by our city and all meant good, but yet, I did not see homeless decreased, everyone can see them increased on our local streets, so I believe the strategies did not work the way we expected, provide more permanent housing did not decrease homeless, but make more people like to be homeless; so my point is to increase housing is not the solution, but we need to increase more shelters for now and put the money down for more robust training systems to handshake with local business to encourage more homeless back to work, rather than enjoy permanent homeless housing.</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
83	I see no linkages. There are several very separate approaches that appear to have no connections with one another.
84	I could tell better is I got my own independent place through your new system. I am willing to move back to Los County through your system providing the housing was in one of the Los Angeles County cities that is close to Orange County like Bellflower, etc. Thanks for helping the homeless. Also the public with extra rooms extra space can help provide housing.
85	Just copy mayor brand and pallet shelter
86	inabilty to accept input and suggestions from resident
87	Riverbed encampments. I cycle frequently, and there's encampments where I've seen fires lit, and some of them block the actual bike path. I've reported it to Cal-Trans, but nothing has come of it.



Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
88	<p>Suggestion: Create a coordinated system that links critical infrastructure and drives best practices</p> <p>Part of a strong coordinated response is to ensure that providers are paid on time, and in full. As the system currently operates, nonprofit partners are not paid in a timely manner, with many agencies reporting that they are carrying receivables of 100+ days. This puts undue financial stress on nonprofits and makes future financial planning more difficult. A cumbersome and bureaucratic process for payment adds to these challenges.</p> <p>Additionally, the payments frequently do not cover the full cost for providing services and are shortsighted in how they address need. For instance, the system will allocate more funds for emergency interim housing—which is very costly—and not fully invest in more proactive and long-term remedies such as providing sufficient case management funding to support exits to permanent housing. The payments are also not ‘flexible’ in that they are prescriptive and cannot easily respond in a manner that would lead to more permanent housing outcomes.</p> <p>Each nonprofit agency participating in this feedback letter reports having to financially subsidize a sizeable percentage of the work we do. To properly address the system’s coordinated response, we need to begin by fully funding the work, streamlining the payment process, and making the funding more flexible for use by increasing the percentage of administrative support, so the nonprofit providers can move nimbly and with urgency. Specifically, the following adjustments would be particularly helpful: 1) higher allocation per case management, 2) rapid rehousing slots to cover full costs, 3) higher administrative rates, 4) an improved way to assign allocations per program, and 5) more fluidity between program components in contracts for the greatest flexibility in how we serve people.</p> <p>Another gap we identify is that the proposed system does not address issues of wages: Specifically, the ability of the nonprofit agencies to offer a competitive wage, as well as the burnout we see from employees who are on the frontlines during a pandemic and deal with relatively low pay for work that is taxing, at times traumatic and is under the spotlight of increased public expectations. Adding to our employees’ workload is paperwork for contractual compliance that is onerous, making an already challenging line of work much more so. We see that this burdens our employees, and they are losing passion and joy in the work because they are mired in bureaucracy. We need funding that covers the true costs of operation so that we can pay our staff livable wages and which will allow us to better compete in the marketplace.</p> <p>We agree that the system is not working efficiently and there must be adjustments. A ‘connect the dots’ is needed, for the County to be working with the cities and the State to adopt and enforce a housing policy with true accountability. As we stand now, there is no overarching plan that includes all the cities and the County of Los Angeles that can reduce redundancies and maximize resources.</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
[88]	<p>There most certainly needs to be change to the existing system, but at the same time, we feel there are potential pitfalls in the proposed framework. Five years of targeted funding and services is not enough time in program development and implementation to have a definitive answer on what is working and what needs to be jettisoned. This is especially true when the participating nonprofit agencies were not operating at 100% due to a clunky and bureaucratic system of payment that often meant months elapsed before contracts were paid. To completely overhaul the system now does not build on the good work and the many accomplishments we've made these past few years. We feel the best course is to refine and perfect what we have in place so we can build on what we've learned.</p> <p>We thank you for taking the time to consider our feedback, and look forward to continuing this conversation.</p> <p>Sincerely,</p> <p>Va Lecia Adams Kellum, President and CEO St. Joseph Center Jennifer Hark-Dietz, Executive Director People Assisting the Homeless (PATH) Tahia Hayslet, Executive Director Harbor Interfaith Services, Inc. Stephanie Klasky-Gamer, President and CEO LA Family Housing Veronica Lewis, Director Homeless Outreach Program Integrated Care System (HOPICS) John Maceri, Chief Executive Officer The People Concern Christine Mirasy-Glasco, President and CEO Upward Bound House Anne Miskey, Chief Executive Officer Union Station Homeless Services Amy Turk, Chief Executive Officer Downtown Women's Center (DWC)</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
89	DOCUMENTS. We need a system to make it easier for unhoused individuals to get the necessary documents. The burden is too high as is. Ideally, every access center should have someone who is able to help with ID and SS cards. It needs to be one stop shopping, and they need to take the documents when they arrive and upload them to HMIS and other systems so that people are as "housing ready" as possible when their name comes up on the list. I have seen far too many times people who have lost their housing placement because they were unable to get their documents in time. Case Managers have too many clients to be able to help them all effectively, and something like making it easier to obtain necessary documents could easily help ease the burden on CMs and make it easier for unhoused people.
90	1) How do the mental health challenges get addressed within this framework? 2) Where do the case managers fall into this? Do the current case managers have a say in this? It seems that currently people are not taking the ground level perspective on the infrastructure and definitely is not serving the day to day needs of the clients, but rather are creating programs and software that aligns with the goals of the funding source or organization. Unhoused people have such distrust in the system that to have the constant change of case managers and to not have someone tracking their documents and process adds to the distrust and therefore to the failure to house people.
91	Use of Section 8 and housing individuals.
92	Firstly, need to separate homeless into two groups: Group A: With mental, addiction problem; Group B: Without mental, addiction problem. Deal them with different solutions. For Group A, every city helps certain amount of them according to the city's ability and capacity; For Group B, the county need build more treatment facilities in the less expensive areas where have less density. Provide treatment, work skill training, and until they are ready to find a job and support themselves; for those with mental issues, after treatment still not back to normal, the government need to keep them in the facilities and take care of them, or let them stay with families providing financial support to their families who take care of them.
93	Yes, during my fieldwork doing homeless outreach, there seemed to be no way to assist undocumented Latinos, who now overwhelmingly make up more than half of the landscape of the homeless population in Los Angeles. There will be no way to put a dent into the homeless issue without first coming up with a strategy to house the undocumented people who sleep on the streets of LA.

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
94	<p>November 5, 2021 Los Angeles County Homeless Initiative Kenneth Hahn Hall of Administration 500 W. Temple Street, Room 493 Delivered by e-mail Los Angeles, CA 90012 homelessinitiative@lacounty.gov Re: Los Angeles County Commission for Older Adults Recommendations to Address Older Adult's Needs in Homeless Initiative (HI) Strategies for 2021-22</p> <p>Dear Members;</p> <p>Thank you for the opportunity to provide written comments and recommendations regarding the 2021-22 Los Angeles Homeless Initiative Strategies as directed by the Los Angeles County Board of Supervisors.</p> <p>The mission of the Los Angeles County Commission for Older Adults is to advocate, advise and make recommendations regarding the needs and welfare of Los Angeles County seniors age 60 and older, to the Los Angeles County Board of Supervisors and departments of County government and other entities that provide services to seniors regarding their needs, health, well-being, and rights.</p> <p>Older adults (age 55+) are the fastest growing demographic of the homeless population in Los Angeles. And almost half of those older adults became homeless for the first time after age 50. Due to the compounding effects of structural racism over the course of a person's life, Black Angelenos represent 8% of the overall population in L.A. County, but comprise 33% of the overall homeless population, and are even more over-represented among older adults experiencing homelessness (39%). Black and older Latinx individuals experiencing homelessness together constitute 64% of Los Angeles' older adult homeless population.</p> <p>LA's older, low-income renters are more likely to be severely rental cost burdened, with more than three out of four deeply low-income older renter (age 65+) households paying more than half of their income for rent, and renters of color more likely to be deeply, or extremely, low-income</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
[94]	<p>Deeply low-income (DLI) ≤ 15% of AMI or \$12,485 annually for one person Extremely low-income (ELI) = 15 -30% of AMI or \$24,850/year for one person Very low-income (VLI) = 30-50% AMI or \$41,400/year for one person It is crucial that we simultaneously plan for short-term and long-term solutions, providing immediate housing assistance/tenant relief while working on creating and maintaining more deeply, permanently affordable housing in the long-term. Measure H funds have a key role to play in both strategies to prevent older adult homelessness.</p> <p>While there have been advances in assisting older adults who are homeless or at risk of homelessness (shallow subsidy programs, APS Home Safe, Project Room Key) there is more to be done to address this crisis for older adults including:</p> <ul style="list-style-type: none"><li>• Add older adults to the priority list for Emergency Housing Vouchers (EHV), which is supported federally and in many other jurisdictions.</li><li>• Expand the county’s shallow rent subsidy program, and the flexible subsidy program that provides low-barrier assistance to individuals who will not be able to meet federal restrictions on subsidized housing or other tenancy barriers.</li><li>• Increase the supply of Permanent Supportive Housing (PSH) and Affordable Housing for Older Adults</li><li>• Expand funding to service providers in PSH and Affordable housing buildings to provide enriched care so that older adults can remain in their residence as they age and need additional amounts of care.</li></ul> <p>Sincerely, Kim Bowman, President Los Angeles County Commission for Older Adults</p>

Question 5	Are there critical issues or strategies you feel are not adequately addressed by the new framework and/or remain unclear?
95	<p>There are still some people that end up stuck between being homeless and being able to connect for services because they don't meet certain criteria or are not "homeless enough".</p> <p>The core strategies do not discuss the staffing that is needed for the services being described.</p> <p>Improve messaging about homeless services that are available and how to access them.</p>
96	<p>You cannot addressing housing without addressing the personal barrier to entry. Specifically, mental illness and drug dependency. These two barriers must be addressed leading into any temporary or permanent housing solution.</p>
97	<p>"A report by Lucius Couloute of the Prison Policy Initiative, Nowhere to Go: Homelessness among formerly incarcerated people, finds that formerly incarcerated people are nearly ten times more likely to be homeless than the general public. The rate of homelessness for formerly incarcerated people was 203 per 10,000 people. Another 367 per 10,000 were marginally housed in hotels, motels, or rooming houses but not counted as homeless."</p> <p>One of the means to decrease the increase in the numbers of those experiencing homelessness every night is for a coordinated approach between County jails and state penitentiaries and county/regional social services agencies to find collective approaches to support and address this segment of individuals experiencing homelessness.</p>
98	<p>Homeslessness and how people fall into it, is definitely an array of reasons. However, the biggest obstacle that is hard to address, and cant fully be addressed with just general resources, is the mental health piece. Alot of people in those circumsntaces need 24/7 days care to make sure they get what they need; and unfortunatly many of them end up in jail.</p> <p>Initiating real discussion on what is the long term solution to address this sector of the homeless population can lead to different ideas. We have to start somewhere</p>

November 1, 2021

Heidi Marston  
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Cheri Todoroff  
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Kenneth Hahn Hall of Administration  
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Los Angeles, CA 90012

Dear Ms. Marston, Ms. Rysman and Ms. Todoroff,

The following letter is the result of a combined meeting with the leadership of many well-established nonprofit agencies dedicated to addressing homelessness and poverty in Los Angeles. It provides our collective feedback on the proposed framework to refresh homeless initiative strategies.

While we are heartened to see an acknowledgment that the system is not working as effectively as it could, we are concerned that there are problems with the assessment, and perhaps a hasty sense that since the system has challenges, that a massive overhaul is the answer.

We feel that this is not the best, most prudent, and more importantly, the most effective way to remedy the system's failures. The following is our feedback to some of the targeted suggestions in the proposed revamped framework:

***Suggestion: Create a coordinated system that links critical infrastructure and drives best practices***

Part of a strong coordinated response is to ensure that providers are paid on time, and in full. As the system currently operates, nonprofit partners are not paid in a timely manner, with many agencies reporting that they are carrying receivables of 100+ days.

This puts undue financial stress on nonprofits and makes future financial planning more difficult. A cumbersome and bureaucratic process for payment adds to these challenges.

Additionally, the payments frequently do not cover the full cost for providing services and are shortsighted in how they address need. For instance, the system will allocate more funds for emergency interim housing—which is very costly—and not fully invest in more proactive and long-term remedies such as providing sufficient case management funding to support exits to permanent housing. The payments are also not ‘flexible’ in that they are prescriptive and cannot easily respond in a manner that would lead to more permanent housing outcomes.

Each nonprofit agency participating in this feedback letter reports having to financially subsidize a sizeable percentage of the work we do. To properly address the system’s coordinated response, we need to begin by fully funding the work, streamlining the payment process, and making the funding more flexible for use by increasing the percentage of administrative support, so the nonprofit providers can move nimbly and with urgency. Specifically, the following adjustments would be particularly helpful: 1) higher allocation per case management, 2) rapid rehousing slots to cover full costs, 3) higher administrative rates, 4) an improved way to assign allocations per program, and 5) more fluidity between program components in contracts for the greatest flexibility in how we serve people.

Another gap we identify is that the proposed system does not address issues of wages: Specifically, the ability of the nonprofit agencies to offer a competitive wage, as well as the burnout we see from employees who are on the frontlines during a pandemic and deal with relatively low pay for work that is taxing, at times traumatic and is under the spotlight of increased public expectations. Adding to our employees’ workload is paperwork for contractual compliance that is onerous, making an already challenging line of work much more so. We see that this burdens our employees, and they are losing passion and joy in the work because they are mired in bureaucracy. We need funding that covers the true costs of operation so that we can pay our staff livable wages and which will allow us to better compete in the marketplace.

**Suggestion: Prevent – Target prevention services to avoid entry or return to homelessness. House -- Rapidly rehouse using temporary and permanent housing**

We recommend moving Interim Housing to its own category to not confuse it with a permanent housing solution. This will ensure that the focus remains on permanent solutions and proportionate housing outcomes: It will create strategies that support a balanced system of one interim bed to five permanent housing resources.

This also raises the issue of exit strategy for these temporary housing units, which is not addressed in the revamped framework. It leaves the nonprofit partners with unanswered questions on how we can sustain funding for these facilities once the one-time ARP and State funding goes away.



By focusing on permanent housing and putting interim housing strategies in their proportionate place as a separate and temporary intervention in the overall response, we will focus on building lasting and long-term systems to address homelessness. The bottom line is we need deeper investments in permanent housing as well as targeted investments in interim housing that provide opportunities to immediately address the suffering of unhoused people living in our communities. The long-term solution - permanent housing must still be prioritized in our resource allocation strategies. To that end, we support the current funding stream provided in D7 to ensure that we help people maintain permanent housing while continuing to rehouse people who are currently homeless.

**Suggestions: Strategies – Mainstream Government Systems**

We support better coordination with and accountability for County departments, especially those that could be an important part in the prevention of homelessness. However, this does not mean that we support their funding through Measure H dollars, as they already received robust and longstanding financial support, whereas the homeless services sector has historically been underfunded. It's critical that we look at the existing dollars that County departments utilize and repurpose, or more closely align their use with the County-wide homeless and housing stabilization strategy.

Additionally, coordination with mainstream government systems will require more authority from the Homeless Initiative's office to ensure that best practices of harm reduction, housing first, and trauma-informed care are recognized as critical methods to success and that they adjust their practices and policies in a way that best meets the needs of those experiencing homelessness. This can also guarantee that mainstream government systems are participating in the new LA County Anti-Racism, Diversity, and Inclusion department's efforts as a means to preventing and ending homelessness.

This also brings us back to the earlier suggestion about payment: If nonprofit partners use their knowledge and 'boots-on-the-ground' experience to train and provide technical assistance to mainstream systems in addressing homelessness, they should be adequately compensated for that subject matter expertise and investment of time.

**Suggestions: Strategies – Participation of Cities**

We understand that cities feel compelled to engage in outreach because of political pressure and to show their constituents they are taking active steps in solving this very visible problem. However, there are many potential downsides of increasing the jurisdiction of cities in addressing homelessness. As more cities activate new direct social services, we run the risk of duplication of outreach efforts and using modalities that are not in keeping with best practices and do not yield sustained housing stability outcomes. We worry that city agencies, without this best practice experience, may revert to unwarranted enforced treatment and criminalization of people experiencing homelessness. Sadly, we are already seeing this happen in cities within the county.

Another area of concern is that cities will need to have strong systems in place to collect and share data with the broader continuum to demonstrate results; this is not addressed in the proposed reimaged framework. Additionally, we are concerned that cities setting their own guidelines, without following existing policies and procedures, will lack the accountability provided by clear reporting criteria and expectations. To not have this coordinated data and accountability system in place will be very detrimental to our collective aim of alleviating homelessness in Los Angeles County.

Cities must also be held accountable to the Housing Element Plan. This is a way that cities could participate in ending homelessness without duplicating the good work already being done by nonprofit agencies in their jurisdictions. Cities can play an important role in supporting the efforts by focusing on permanent housing solutions and streamlining access to these resources. They can help by reducing the time it takes to permit and approve housing projects, and by being supportive partners in addressing the 'not-in-my-backyard' pushback that inevitably accompanies discussions of building affordable or permanent supportive housing.

We would prefer to see cities bolstering our work by reducing barriers and inefficiencies in order to expediate the building of affordable housing. In this manner, we feel cities have an important and valuable part to play in building governmental responses to support the outreach and engagement work already being done by their nonprofit partners. However, there has been insufficient data to show cities that the investment in best practices work, that people are being housed and are getting services. The County, therefore, needs to play a stronger role in communicating to its municipalities that progress is indeed being made. Whatever the lapses in the current system may be, we cannot fail to remember that Measure H funds doubled the number of people we can house, largely due to the focus on coordination and consistencies countywide, and this is a critical success by any metric.

Finally, within the proposed structure with individual municipalities playing an increased role, there is no determination about who will serve as leadership, and who will provide the direct supervision for the purpose of technical assistance and oversight of the contractual responsibilities for each of these cities.

We agree that the system is not working efficiently and there must be adjustments. A 'connect the dots' is needed, for the County to be working with the cities and the State to adopt and enforce a housing policy with true accountability. As we stand now, there is no overarching plan that includes all the cities and the County of Los Angeles that can reduce redundancies and maximize resources.

There most certainly needs to be change to the existing system, but at the same time, we feel there are potential pitfalls in the proposed framework. Five years of targeted funding and services is not enough time in program development and implementation to have a definitive answer on what is working and what needs to be jettisoned. This is especially true when the participating nonprofit agencies were not operating at 100%

due to a clunky and bureaucratic system of payment that often meant months elapsed before contracts were paid. To completely overhaul the system now does not build on the good work and the many accomplishments we've made these past few years. We feel the best course is to refine and perfect what we have in place so we can build on what we've learned.

We thank you for taking the time to consider our feedback, and look forward to continuing this conversation.

Sincerely,

Va Lecia Adams Kellum, President and CEO  
St. Joseph Center

Jennifer Hark-Dietz, Executive Director  
People Assisting the Homeless (PATH)

Tahia Hayslet, Executive Director  
Harbor Interfaith Services, Inc.

Stephanie Klasky-Gamer, President and CEO  
LA Family Housing

Veronica Lewis, Director  
Homeless Outreach Program Integrated Care System (HOPICS)

John Maceri, Chief Executive Officer  
The People Concern

Christine Mirasy-Glasco, President and CEO  
Upward Bound House

Anne Miskey, Chief Executive Officer  
Union Station Homeless Services

Amy Turk, Chief Executive Officer  
Downtown Women's Center (DWC)



November 5, 2021

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Unincorporated Communities  
Fifth District, LA County  
Unincorporated Communities  
SGV Water Districts

Los Angeles County Homeless Initiative  
Kenneth Hahn Hall of Administration  
500 W. Temple Street, Room 493  
Los Angeles, CA 90012

**RE: LOS ANGELES COUNTY HOMELESS INITIATIVE STRATEGY  
REASSESSMENT**

Dear Ms. Todoroff:

The San Gabriel Valley Council of Governments (SGVCOG) thanks the Homeless Initiative and the Los Angeles County Board of Supervisors for its efforts to reassess the Homeless Initiative Strategies. This is a critical effort to ensure that the funding being collected through Measure H and the additional one-time State and Federal funding that have been received by the County are most effectively serving people experiencing homelessness (PEH) to move towards the end of this crisis.

The SGVCOG appreciates how the proposed reassessment simplifies the strategies. The critical question remains how work within these strategies is implemented and how funding is distributed. The reassessment also includes an increase focus on partnerships with cities and councils of government through a strategy of “co-investment.” As such, the SGVCOG would like to make the following comments:

- Ensure that, in the implementation and allocation of funding for the homeless strategies, local jurisdictions are eligible for and receive funding that support these strategies.
- Clarify the implementation of “co-invest” to ensure that local jurisdictions can access Measure H funding to supplement other funding and enhance local projects, rather than only allowing cities to supplement funding for County designed and implemented programs.

The SGVCOG and its member cities were among the earliest adopters in increasing services for people experiencing homelessness (PEH) with the passage of Measure H. When the County supported cities’ efforts to develop homeless plans, more than half of the San Gabriel Valley’s cities stepped-up to complete these plans. When the “City Implementation” grant funding was released, fifteen San Gabriel Valley cities and cohorts submitted applications – representing nearly 50% of applications received – and received more than \$4.2 million in funding to implement these plans. When these funds were not sufficient to support cities’ efforts, so the SGVCOG worked closely with its State legislative representatives to secure additional funds for the region to fight homelessness and produce affordable housing. Cities have supported feasibility studies to increase the availability of permanent housing, motel voucher programs, case management, safe storage facilities and shower services, and established access centers. With the SGVCOG’s early adoption and success, the new funding approaches that focus on allocating funds by the

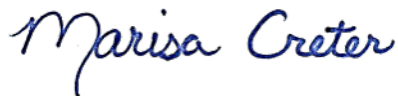
region's point-in-time count means that, moving forward, the San Gabriel Valley cities will have a 35% reduction in funding available to support their homeless programs, and many programs will end as a result.

The approach that has previously been used to allocate funding – which provides funding to cities and municipalities solely through existing Strategy E7: Strengthening the Coordinated Entry System and makes it difficult to access funds through any of the other fifty strategies – minimizes the efforts that cities can make and creates system inefficiencies. Moving forward, cities and municipalities should be recognized for the projects that they are completing and should receive Measure H funds across all strategies. The SGVCOG and member cities have stepped-up to utilize other funding sources to supplement these Measure H efforts; however, this “co-investment” has not been properly recognized because it was not provided to the County to implement County-run programs but instead focused on enhancing local programs to supplement County efforts.

The SGVCOG and San Gabriel Valley cities will continue to provide services for PEH in our subregion; however, we want these efforts to be acknowledged and financially supported through the HI Strategies and subsequent Measure H and funding allocation processes. Only by working together – the County, service providers, faith-based organizations, local jurisdictions, and all stakeholders – will we be able to help house the PEH in our communities.

Thank you for your attention to this matter and the opportunity to provide feedback.

Sincerely,



Marisa Creter  
Executive Director

# WSCCOG Feedback/Notes on County HI Strategies for 10/20/21 Input Session

## I. **Strategies for Participation of Cities:**

**The County should create ample opportunities for direct, stable, flexible, and long-term funding for cities as they develop refreshed strategies.** In addition to the new language and emphasis around “Participation of Cities” (co-investment and linking existing housing activities to regional networks), the Westside Cities would like to see meaningful changes/updates made to funding structures so that we can maximize Measure H spending.

### **A. Measure H funding should be structured as flexible, multi-year funding (ie 3M to spend over 3 years) to maximize efficiency and impact of spending (rather than small annual allocations)**

1. Currently, Measure H funding is provided to us in piecemeal with short turnaround times for spending. This structure limits the cities to create one-off pilots, but doesn't allow us to create reliable funding/resource streams to establish the pilot programs and build them out or improve our staff capacity to continue our work.
2. This suggested change to the funding structure will allow for investments in larger, multi-year housing/services projects.
3. Measure H funding can be once piece of a bigger project (ie 10% of long-term, larger project; instead of 90% of a short-term pilot)
4. Doing this will increase partnerships and co-investments, allow cities to leverage their funding more efficiently, and help communicate the impact of Measure H locally.

### **B. Additionally, the County should be looking at where cities have already made investment and add more dollars to successful programs to help build them out and create long-term impacts.**

1. As County homelessness funding is currently structured, there is more opportunity for cities who haven't invested as much in housing and homelessness services, compared to those who have already made significant investments.

## II. **Strategies for Participation of Cities/Role of Mainstream Governments:**

**When developing the refreshed strategies, the County should provide emphasis on and improve coordination of, behavioral health treatment and crisis response.**

### **A. Some key questions for the County to consider are:**

1. (1) How will these strategies fit with the ongoing County/DMH Alternative Crisis Response ,ACR) efforts?
2. (2) Do the developed strategies help to close the gap in services between regular outreach services and psychiatric hospitalization?

- B. The old framework lacked focus on these issues.** We need more resources and coordination around these topics to scale up local efforts to address behavioral health crises (such as alternative crisis response teams and 24/7 stabilization centers), and connect them to project development at the County level (DMH ACR, etc.) as these resources are critical to supporting our unhoused residents and aid in homelessness prevention as well.
- C. It is important that cities, County, and contracted service providers are not duplicating outreach efforts with the expansion of behavioral health-focused outreach and crisis response.**

III. ***Role of Mainstream Government:***

**The County's public workforce system needs to build out a well-paid, well-trained, sustainable career pathways for outreach workers to (1) attract more talent, (2) combat high turnover, low wages, and high burnout.** Service providers are currently stretched thin and are overpromising and sometimes under-delivering on critical outreach work.

- A. We need to think about workforce development of outreach workers with an equity lens. It is important to build out a well-paid, well-trained, sustainable career pathways for outreach workers who are on the frontlines, especially those who have lived-experience.**
  - 1. (1) attract more talent
  - 2. (2) combat high turnover, low wages, and high burnout.

IV. ***Role of Mainstream Government:***

**The County should include strategies that focus on federal (and maybe state) advocacy to expand Section 8 (including EHV) voucher program and tie vouchers to case management infrastructure.** Case management is vital to keeping those recently housed, stay housed, especially residents who have experienced chronic homelessness. People-based and place-based permanent housing should be permanent support housing.

- A. Expansion of the voucher program should include increased voucher amounts** to incentivize landlords, especially those in high rent areas, to accept voucher-recipients as tenants. The "one-size fits all" for all regions of the County regarding rental payments continues to cause concentration of poverty in already depressed neighborhoods, and continues racial discrimination and de-facto "red-lining." Rental subsidy for higher cost areas needs to be higher and realistic (this applies to other subsidized housing programs as well)
- B. Case management funding can come from HHS rather than HUD OR at the state level.**
- C. The voucher program should also hire more staff to handle processing applications.**
- D. Smaller Cities or cities with no Public Housing Authority (who rely on the County Housing Authority) have difficulty accessing Section 8 vouchers, or their programs are too small to provide many turnover vouchers.**

**V. *Role of Mainstream Government/Participation of Cities:***

**The County should include strategies to improve, clarify, and streamline housing and homelessness-focused program/contract/administrative processes**

**A. Goals**

1. (1) decrease delays in release of funds;
2. (2) minimize changing of eligibility requirements, program guidelines, and program administrator subcontractors;
3. (3) improve transparency around updates/changes to deadline changes;
4. (4) improve clarity around protocol to connect city residents to County and LAHSA programs. Policies seem to change between providers.

**B. RRH- Participants need more than 18 months to participate in program ( 36 months may be more realistic).**

**C. The County should ensure that everyone eligible for PSH is matched to ongoing services.**

**VI. *Homeless Rehousing System/Participation of Cities:***

**We would like to underscore the importance of expanding/increasing funding for prevention services in general** including, but not limited to, guaranteed income and rental assistance programs.

**A. Is there an opportunity to partner with the County on a matching program for prevention similar to how cities were invited to match RRH?**

**B. Legal Services: How have legal services funding (related to prevention or tenant protection) been allocated/will there be an opportunity for legal aid agencies and/or cities to apply to support/expand local legal aid services?**

1. How do we know which agencies are funded and how do we refer residents to these services?
2. Are the contracted service providers and processes currently in place able to and successfully serve undocumented residents?

**C. Would like more clarity about details of some programs named in the “old” strategies, such as DHS Homeless Prevention Unit and Home Safe Program.**

**VII. *Homeless Rehousing System/ Participation of Cities:***

**We would like to underscore the importance of improving landlord outreach to** (1) negotiate fair market units (prevention;); (2) improve incentives to get them to participate in programs like Rapid ReHousing; (3) be proactive in identifying landlords with available units (perhaps through a database).

**A. RPSS Program**

1. Who determines where the landlord/property owner outreach is conducted? How can we get access to landlord incentives offered by LAHSA?
2. Will funding for providers to cover property management expenses be increased?



3. Why are providers responsible for property management? Would it make more sense to have a master contract with a property management company?

**VIII. *Homeless Rehousing System:***

**The County should be improving their data collection on subsidized housing programs.**

For example, It is important to know how long households stay in RRH before exiting to permanent housing and how long they retain permanent housing after exiting RRH.

Current Strategy		New HI Category	New HI Strategies		
			Homeless Rehousing System	Mainstream Services System	Supporting Activities
<b>A1</b>	Homeless Prevention Program for Families	Prevent	Problem Solving Targeted Prevention	Predictive Analytics Eviction Prevention Problem Solving	
<b>A2</b>	Discharge Planning Guidelines			Discharge Planning	
<b>A3</b>	Housing Authority Family Reunification Program			No Wrong Door Approach Referrals to Homeless Services in Mainstream Systems	
<b>A4</b>	Discharges From Foster Care and Juvenile Probation			Discharge Planning	
<b>A5</b>	Homeless Prevention Program for Individuals		Problem Solving Targeted Prevention		
<b>B1</b>	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	Connect House		Referrals to Homeless Services in Mainstream Systems	
<b>B2</b>	Expand Interim Assistance Reimbursement to additional County Departments and LAHSA	Stabilize	Access to SSI & Benefits		
<b>B3</b>	Expand Rapid Re-Housing	House	Time Limited Subsidies		
<b>B4</b>	Facilitate Utilization of Federal Housing Subsidies	House	Housing Acquisition		
<b>B5</b>	Expand General Relief Housing Subsidies	Previously Consolidated			

**Strategy Framework Mapping: Original HI Strategies and Proposed New Framework**

Current Strategy		New HI Category	New HI Strategies		
			Homeless Rehousing System	Mainstream Services System	Supporting Activities
<b>B6</b>	Family Reunification Housing Subsidy	Connect House		Referrals to Homeless Services in Mainstream Systems Access to Rental Subsidies	
<b>B7</b>	Interim/Bridge Housing for those Exiting Institutions	House	Interim Housing		
<b>B8</b>	Housing Choice Vouchers for Permanent Supportive Housing	House	Permanent Supportive Housing		
<b>C1</b>	Enhance the CalWORKs Subsidized Employment Program for Homeless Families	Stabilize	Employment & Income Supports	Mainstream Employment	
<b>C2/C7</b>	Increase Employment for Homeless Adults by Supporting Social Enterprise and Subsidized Employment for Adults		Employment & Income Supports		
<b>C3</b>	Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs			Mainstream Employment	
<b>C4/5/6</b>	Countywide SSI/Veterans Benefits Advocacy Program for People/Veterans/ Inmates Experiencing Homelessness or at Risk of Homelessness		Access to SSI & Benefits		
<b>D1</b>	Model Employment Retention Support Program	Previously Consolidated			
<b>D2</b>	Expand Jail In Reach	Connect	Coordinated Outreach		

**Strategy Framework Mapping: Original HI Strategies and Proposed New Framework**

Current Strategy		New HI Category	New HI Strategies		
			Homeless Rehousing System	Mainstream Services System	Supporting Activities
<b>D3</b>	Supportive Services Standards for Subsidized Housing	Supporting Activity			Implementation Coordination Quality Improvement
<b>D4</b>	Regional Integrated Re-entry Networks - Homeless Focus	Previously Consolidated			
<b>D5</b>	Support for Homeless Case Managers	Connect		Referrals to Homeless System Coordinated Entry	
<b>D6</b>	Criminal Record Clearing Project	Connect		Critical Documents & Background Clearing	
<b>D7</b>	Provide Services and Rental Subsidies for Permanent Supportive Housing	House	Permanent Supportive Housing		
<b>E1</b>	Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits	Supporting Activity			Advocacy
<b>E2</b>	Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	Stabilize		Substance Use Disorder Services	
<b>E3</b>	Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	Stabilize		Health and Mental Health Services	
<b>E4</b>	First Responders Training	Supporting Activity			Training and Capacity Building

**Strategy Framework Mapping: Original HI Strategies and Proposed New Framework**

Current Strategy		New HI Category	New HI Strategies		
			Homeless Rehousing System	Mainstream Services System	Supporting Activities
<b>E5</b>	Decriminalization Policy	Supporting Activity			Advocacy Training and Capacity Building
<b>E6</b>	Countywide Outreach System	Connect	Coordinated Outreach		
<b>E7</b>	Strengthen the Coordinated Entry System	Coordinate Connect Stabilize Supporting Activities	Coordinated Entry System, Housing Navigation, Access Centers, Legal Services, Access to SSI & Benefits		Regional Planning Implementation Coordination Training and Capacity Building
<b>E8</b>	Enhance the Emergency Shelter System	House	Interim Housing		
<b>E9</b>	Discharge Data Tracking System	Supporting Activity			Data Sharing & Tracking
<b>E10</b>	Regional Coordination of Los Angeles County Housing Authorities	Supporting Activity			Regional Planning Implementation Coordination
<b>E11</b>	County Specialist Support Team	Previously Consolidated			
<b>E12</b>	Enhanced Data Sharing and Tracking	Supporting Activity			Data Sharing and Tracking
<b>E13</b>	Coordination of Funding for Supportive Housing	Supporting Activity			Implementation Coordination Data Sharing & Tracking

### Strategy Framework Mapping: Original HI Strategies and Proposed New Framework

Current Strategy		New HI Category	New HI Strategies		
			Homeless Rehousing System	Mainstream Services System	Supporting Activities
<b>E14</b>	Enhanced Services for Transition Age Youth	Coordinate Prevent House Supporting Activity	Problem Solving Transitional Housing for Special Populations	No Wrong Door Approach Access to Services Referrals to Homeless System Coordinated Entry	Lived Experience Advisory Training and Capacity Building
<b>E15</b>	Homeless Voter Registration and Access to Vital Records	Connect		Critical Documents & Background Clearing	
<b>E16</b>	Affordable Care Act Opportunities	Stabilize		Health and Mental Health Services	
<b>E17</b>	Regional Homelessness Advisory Council and Implementation Coordination	Coordinate			Regional Planning Implementation Coordination
<b>F1</b>	Promote Regional SB 2 Compliance and Implementation	As the F strategies in the original HI framework generally funded one-time efforts that have been completed, these are not incorporated into the new framework. However, related efforts fall under the Supporting Activities behaviors, such as advocacy, regional planning, and training and capacity building.			
<b>F2</b>	Linkage Fee Nexus Study				
<b>F3</b>	Support Inclusionary Zoning for Affordable Housing Rental Units				
<b>F4</b>	Development of Second Dwelling Units Pilot Program				
<b>F5</b>	Incentive Zoning/Value Capture Strategies				
<b>F6</b>	Using Public Land for Homeless Housing				
<b>F7</b>	Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals				