

# HOMELESS POLICY DEPUTIES MEETING AGENDA

## MEETING PARTICIPANTS AND MEMBERS OF THE PUBLIC WILL NEED TO CALL INTO THE MEETING

**Date:** Thursday, June 8, 2023  
**Time:** 2:00 PM  
**Microsoft Teams Link:** [Click here to join the meeting](#)  
**Teleconference Number:** [+1 323-776-6996,,665324311#](#)

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Ivan Sulic, Fourth District
II.	Update on Coordinated Entry System	Marina Genchev and Kiara Payne, LAHSA
III.	Update on Homelessness Emergency Response	Cheri Todoroff, Carter Hewgley, and Rowena Magaña, CEO-HI
IV.	Items Recommended for Future Discussion	
V.	Public Comment*	

\* Public Comment is limited to one minute. Those interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press \*5 to raise their hand and \*6 to unmute.

**NEXT MEETING: JUNE 22, 2023**



**LAHSA**

Los Angeles County Homeless Deputies Meeting

# Redesigning the Coordinated Entry System

LOS ANGELES HOMELESS SERVICES AUTHORITY

Marina Genchev – Associate Director, Systems and Planning

Kiara Payne – Associate Director, Permanent Housing

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Thursday, June 8, 2023

# Redesigning our Rehousing System

Coordinated Entry Systems are a HUD mandated national best practice for streamlining and coordinating access to vital housing resources and services that are critical to helping people experiencing homelessness come home.

As the landscape of resources and demands continue to shift, we must redesign our system to meet the needs of people experiencing homelessness in Los Angeles County.

LAHSA leads the rehousing system, however Prevention and Affordable Housing Development are necessary branches of a comprehensive homeless response system.

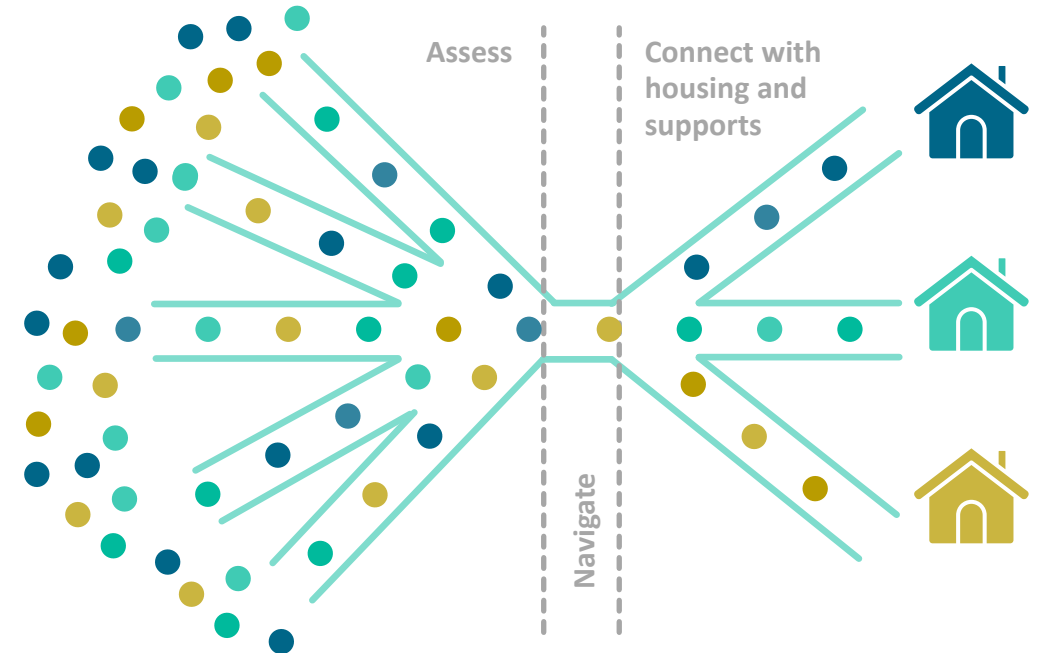


# Why was CES created?

CES was created to streamline access for people experiencing homelessness to limited housing resources



- Before CES, homeless service providers largely operated in silos with diverse program models and different program rules
- People experiencing homelessness had no clear front door for accessing services
- Those most in need of housing and services were left to navigate a complex system without support



- CES created a network of service providers working together across the county under a common framework
- CES increases transparency for how to access homeless services and housing resources
- CES relies on standardized assessment processes to understand housing and services needs, and works to connect people to the most appropriate resource to end their housing crisis



## WHAT CES IS

1

HUD requires all CoCs have a Coordinated Entry process governed by common policies and procedures

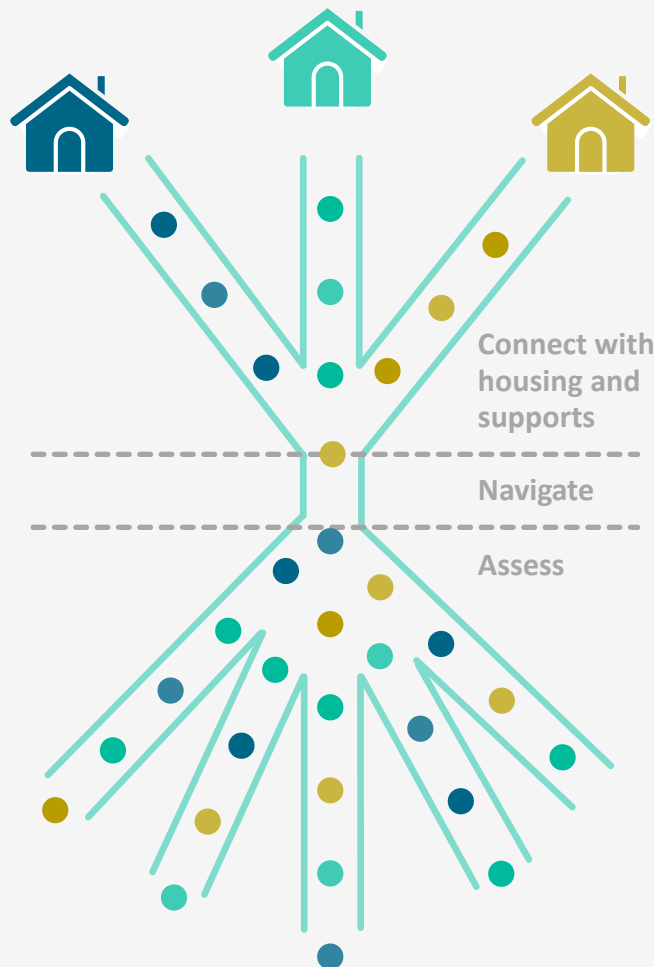
2

CES coordinates various housing and services models including Permanent Supportive Housing, Rapid Re-Housing, Emergency Housing Vouchers, Interim Housing, Housing Navigation, Integrated Case Management Services, Access Centers, etc.

3

The VI-SPDAT is a CES triage tool that is currently used as part of the CES assessment process

## CES



## WHAT CES IS NOT



1

CES does not increase available housing resources

2

CES does not govern voucher issuance or lease up processes

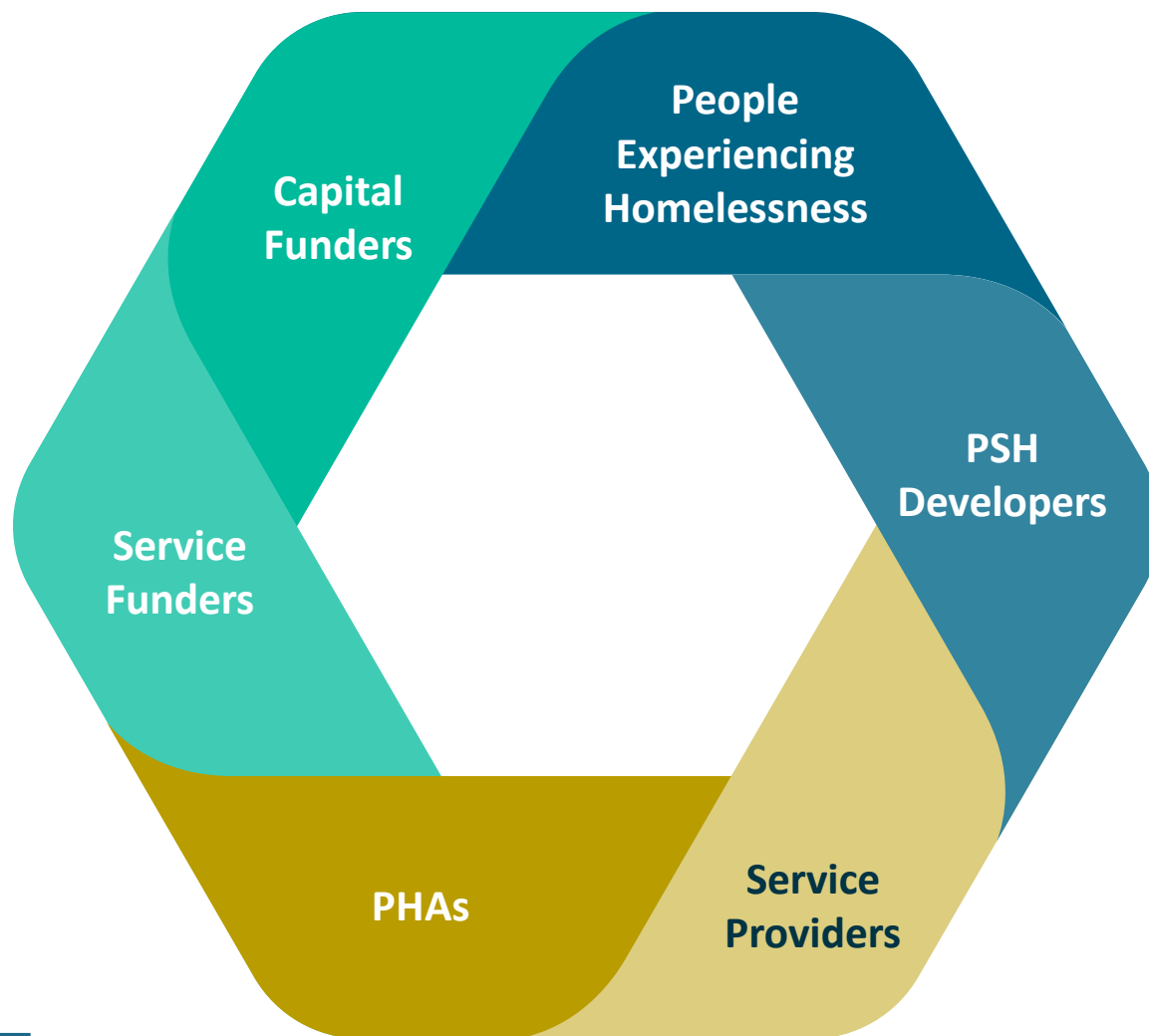
3

CES does not set PSH unit funding or who buildings are designed to serve

4

CES is not a triage tool or a data system (like HMIS)

# Redesigning CES for Success



1

Gets people off the streets and into homes with urgency

2

Meets people where they are – no wrong door

3

Utilizes housing resources efficiently

4

Utilizes housing resources equitably

5

Allows all community partners to have agency and trust in the process

6

Meets the needs of capital, subsidy and services funders



# CES Assessment

# CESTTRR Background

## Origin

Ad Hoc committee on Black People Experiencing Homelessness noted equity concerns with current CES Assessment Tools (VI-SPDAT) and recommended research be done to evaluate and improve tool

01

## Foundation

CESTTRR funded by Hilton via United Way and led by USC along with UCLA / California Policy Lab (CPL)

02

## Support

Project supported by:

- Community Advisory Board (CAB) consisting of representatives from different SPAs and provider types, and included people with lived experience
- Core Planning Group, consisting of CESTTRR research team, Hilton, United Way, LAHSA, DMH, DHS, CPL, and representative of CAB

03

## Goal

Goal of CESTTRR: produce recommendations on improved **Assessment** tool, **Administration** of the new tool, and **Application** of the new tool

04



# CESTTRR Findings

## Current CES Assessment

- Current CES Assessment tools are **biased** toward white participants (meaning white participants tend to score slightly higher than participants of color)
- Current VI-SPDAT tool is **not much more accurate** at predicting vulnerability than chance (although is still better than a process built on human bias)
- **Vulnerability** was not clearly defined (vulnerability to what?)
- **Only a subset of questions** on the current tool are necessary for accurately predicting vulnerability to an adverse outcome

## New CESTTRR Tool

- CESTTRR team worked with in **collaboration with a Community Advisory Board (CAB) and a key stakeholder Steering Committee**, to identify “adverse outcomes” (e.g. jail, hospitalizations, psychiatric holds) as definition of a measurable vulnerability outcome
- CESTTRR team created and piloted a new, 19 question tool with scoring that is **more accurate and not racially biased**
- Feedback on the tool and administration process from case managers and participants was positive overall

# CESTTRR Next Steps

## Changes to Assessment Process

- VI-SPDAT is currently being phased out; CES score only being used for PSH
- New CESTTRR Tool to replace VI-SPDAT late 2023

## Use of CES Score

- CES Scores from VI-SPDAT will always remain valid
- Participants can be reassessed with new tool if desired, but a new assessment is not required
- New CESTTRR tool score to be used as one of many factors as part of the PSH prioritization/matching process

## Training & Administration

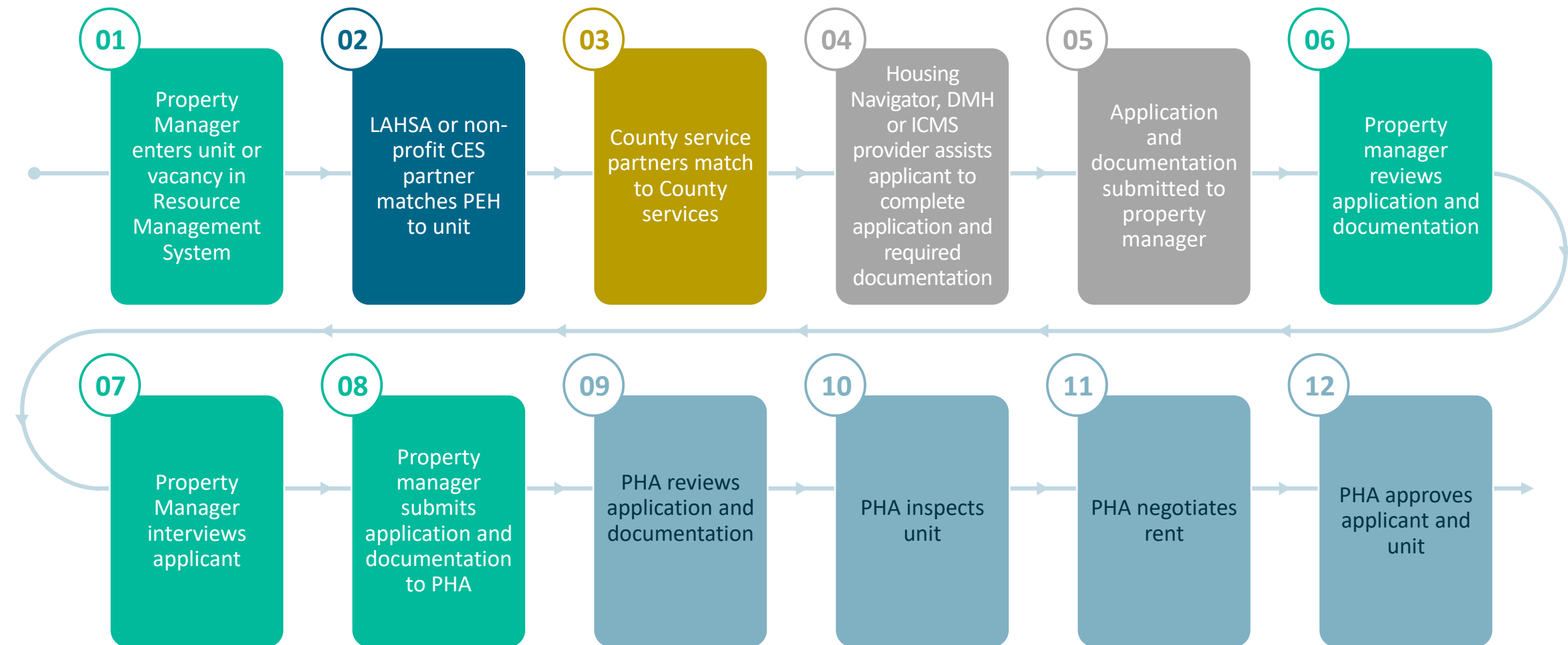
- New CESTTRR tool training to include race equity, best practices for engagement including being trauma informed and client centered, and reducing implicit and explicit bias in tool administration

## Communication & Socialization

- LAHSA to create socialization plan and request feedback of CES Leadership, CES Policy Council, LEAB, and HYFLA
- LAHSA to create comprehensive communication and socialization plan, inclusive of updates at Regional System Implementation (RSI) meetings, informational one pagers, FAQs, Talking Points for CES Leadership, Office Hours, and briefings to elected offices

# PSH Matching

## Process for Leasing Project Based PSH



PEH: People Experiencing Homelessness  
PHA: Public Housing Authority



LAHSA



Property Management



County



Housing Navigators, DMH, ICMS



PHA

# Challenges to Current PSH Leasing Processes



- 1 Not enough resources to assist scale of homelessness in LA
- 2 CES Community Queue (the list of people awaiting Permanent Supportive Housing) has tens of thousands of names on it
- 3 Challenge of matching to layered eligibility requirements of unit, rental subsidy , and services
- 4 Many hand-offs between partners in the housing process
- 5 Extensive documentation required to utilize federal rental subsidies and capital funders
- 6 Provider capacity and staffing challenges
- 7 Some PSH units such as SROs and VASH are often declined by the applicants
- 8 Some PSH units are not structured to reflect the needs of people experiencing homelessness and/or have too many restrictions on individual units, i.e.: chronically homeless veterans over the age of 55 at 30% AMI or below, etc.

# CES Project-Based PSH Match to Move-In Pilot

## 1 To ensure quicker CES Matches

- Matching people who are document ready in HMIS first
- Still matching to those with CES scores of 8/9 or above, based on population

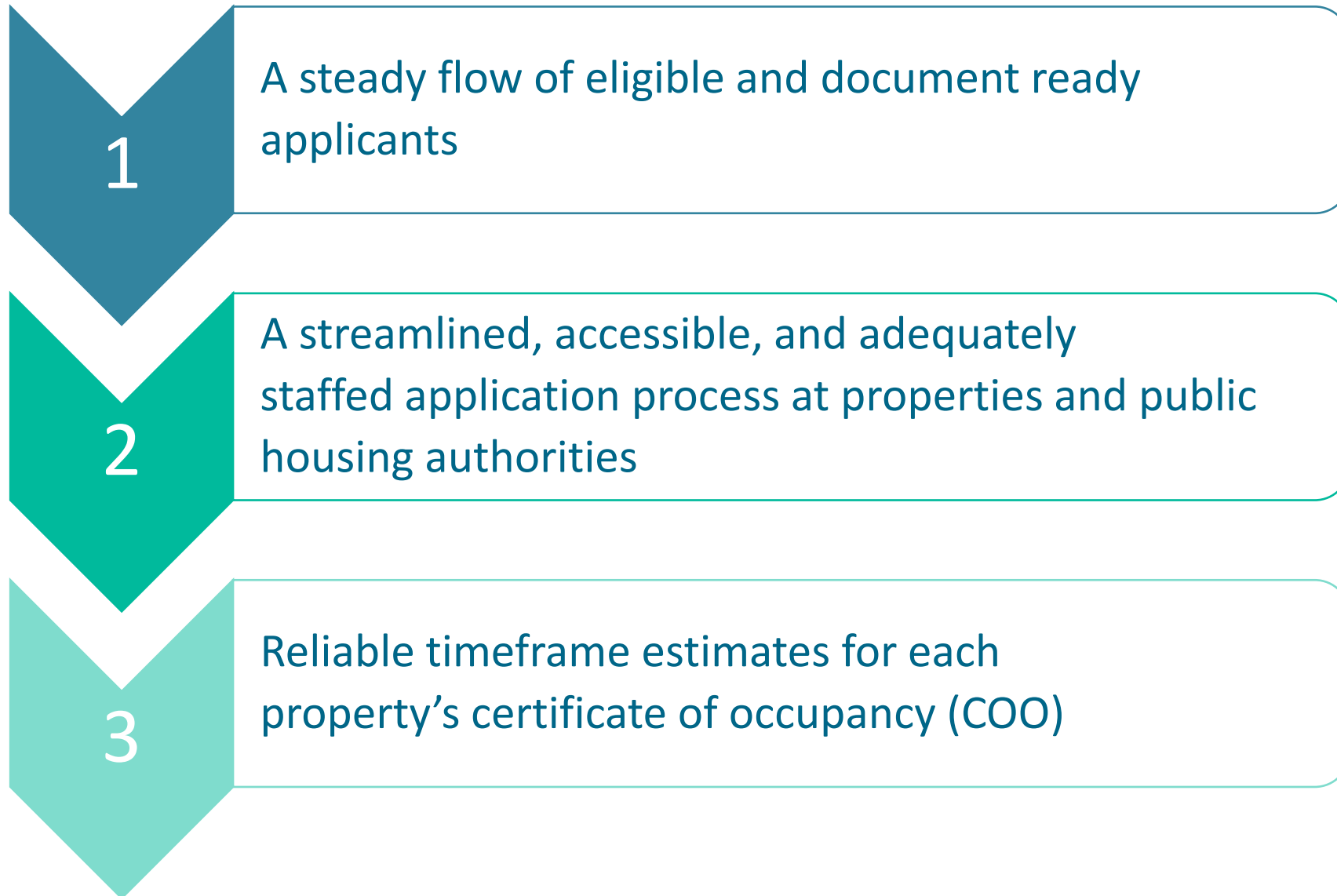
## 2 To ensure matches to people homeless in the area

- Matching people who are enrolled in Outreach or Interim Housing programs in the area (LAHSA, DMH, DHS)

## 3 To support a quicker lease up process

- LAHSA leading lease up calls to actively manage progress of all people through the PM & PHA application process + dedicated PHA staff on weekly lease up calls
- For DHS ICMS connected units, match decline timelines have been reduced from 30 to 14 days

For Project-Based (PB) PSH Properties to lease up quickly, they need:





## Coordinated “Batch” Matching

- Building is expected to include 50-100% more eligible households than the number of units in the building (i.e. # of PSH units in project is 44, batch matching list will include up to 88 households)
- Begins 7-30 days from expected Certificate of Occupancy (COO)
- Staff in Interim Housing and Outreach receive a “Potential Match” email including unit building criteria and directions on how to complete the Universal Housing Application (UHA)
- Applications processed on “first come, first serve” basis up to the 100%
- Remaining households are added to the property waitlist until the building is 100% leased up
- All excess apps are then prioritized for the next PB Project in the Pipeline that matches to household criteria



# Active System Management

LAHSA led lease-up calls to problem solve leasing issues in real time, hold all partners accountable, and elevate system level issues to leadership quickly

- Projected 30-day lease up from COO/TCO
  - Weekly Lease Up Calls
  - Goal: 100% Matched, 100% PM Approved, 100% of Apps submitted to PHA
  - Following TCO: Expedition of PHA App Approvals and COE issuances
  - Move-Ins to be completed over 1-2 week timespan based on PM move Move-In Schedules
- Projected 15-day lease up from COO/TCO or PHK building closure
  - On-Site Property Leasing Event / Daily Lease Up Calls
  - Goal: A household is matched, PM Approved, and PHA Approved in 1-day

# Coordinated Efforts Amongst ALL Partners

- **LAHSA** – Manages all referrals, matching, and facilitating active lease-up management.
- **PSH Developer/Property Manager** – Project managing construction, processing applicant applications, coordinating with PHA for payment, and managing the building ongoing.
- **HACLA/LACDA** – Processing applicant applications and coordinating with property for payment.
- **ICMS Service Partners** – Providing applicants with support services throughout housing navigation and lease-up process (to include assistance with security deposits, move-in and furniture) and providing intensive housing stabilization services.
- **The City of Los Angeles Housing Department** – Tracking the PSH development progress and facilitating communication between developers, LAHSA, and other partners, regarding the expected COs, so referrals, ICMS contracts, and leasing events can be timed appropriately. Coordinating with developers and other city departments to minimize delays associated with inspections and property approval process, in order to complete construction and secure TCOs/COs as quickly as possible.

# Questions

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# Homeless Initiative

## Homeless Policy Deputies Meeting

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### LA County Homelessness Emergency Response Update



Chief  
Executive  
Office.



County of Los Angeles  
Homeless  
Initiative

# AGENDA

## LA County Homelessness Emergency Response Update

1. Countywide Encampment Resolution Update
2. Countywide RV Homeless Encampment Pilot Program Update



County of Los Angeles

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# Countywide Encampment Resolution Update



# Support for Inside Safe

Phase	Status (18 Total Operations)	County Support Includes
<b>Planning</b>	3 operations we are collaboratively planning: <ul style="list-style-type: none"><li>• SD2: One operation being planned for late June</li><li>• SD3: Two operations being planned for mid-to-late June</li></ul>	<ul style="list-style-type: none"><li>• Coordination and Planning Support from CEO-HI</li><li>• Jurisdictional Mapping support from DPW</li><li>• Outreach/Engagement Support from DHS's MDT Teams</li><li>• Collaborative resource-sharing conversations when encampment is split across jurisdictional boundaries</li></ul>
<b>Response</b>	1 operation completed in SD3 this week	<ul style="list-style-type: none"><li>• MDT Teams are often the lead Outreach providers for the operation</li><li>• Measure H Funded Providers are usually the leads for interim housing</li><li>• DMH, DHS, and DPH are always on standby for unmet needs where HOME teams or Mobile Clinics may be requested by the MDT team</li></ul>
<b>Stabilization</b>	SD1: 3 Operations (49-85 days in) SD2: 7 Operations (22-128 days in) SD3: 4 Operations (28-155 days in) SD4: 1 Operation (7 days in) SD5: 3 Operations (90-169 days in)	<ul style="list-style-type: none"><li>• Interim Housing Step-by-Step Guide</li><li>• Guide to Accessing County Services for Inside Safe sites (DRAFT)</li><li>• Deploying Interim Housing Support teams as available/requested</li><li>• Connecting residents to mainstream benefits</li><li>• Participating in Service Connection Events</li><li>• Collaborating with interim provider on referrals to higher levels of care</li></ul>
<b>Mitigation</b>	Recent operation location in SD3 continues to get revisited by the area's MDT team to minimize repopulation, connect to services, and leverage opportunities to bring more people indoors.	<ul style="list-style-type: none"><li>• MDT teams continue to conduct outreach at targeted sites to engage residents and get them into care and safety</li></ul>

# Status of Key Action Items

On Deck (Next 3 Weeks)	Underway	Completed
<ul style="list-style-type: none"><li><input type="checkbox"/> LEAB Briefing scheduled for 6/14</li><li><input type="checkbox"/> Planning efforts for next operations</li><li><input type="checkbox"/> Onboarding new providers</li><li><input type="checkbox"/> Focus Groups</li><li><input type="checkbox"/> Briefing CES Leads</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Coordination with CalTrans Partners</li><li><input type="checkbox"/> Solidifying a funding agreement and joint operations structure with the City of LA</li><li><input type="checkbox"/> Solidifying Motel Agreements</li><li><input type="checkbox"/> Finalizing Participant Agreements</li><li><input type="checkbox"/> Overall Program Budget</li><li><input type="checkbox"/> Staff Recruitment</li><li><input type="checkbox"/> Strategic &amp; Operational Coordination with all Stakeholders<ul style="list-style-type: none"><li><input type="checkbox"/> Daily Coordination Meetings</li><li><input type="checkbox"/> Site Planning/Mapping</li><li><input type="checkbox"/> Outreach &amp; BNL Finalization</li><li><input type="checkbox"/> ERAPs</li><li><input type="checkbox"/> Incident Command Operational Structure</li></ul></li></ul>	<ul style="list-style-type: none"><li>✓ KCRHA Meeting on Equitable Encampment Resolution</li><li>✓ HEARS Demonstration w/DPW</li><li>✓ Participated in standard County Encampment Resolution protocol implementation with DPW, LASD, and LAHSA</li><li>✓ Launched the RV Program and towed 7 Burned out RV's in Unincorporated East Gardena</li><li>✓ Finalized Scope of Required Services &amp; Initial Provider Rates with LAHSA</li><li>✓ Peer-to-Peer Learning Opportunity with DPW/LASAN and LAPD/LASD to prepare for future joint encampment resolution operations</li></ul>



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# **Countywide RV Homeless Encampment Pilot (RVHEP) Program**

# Countywide Recreational Vehicle Homeless Encampment Pilot (RVHEP) Program

- Implementation workgroup meetings are underway to prepare for the launch.
  - Solidifying vendors, such as towing, dismantler, debris removal, security for the storage lot, pumper trucks, motels, and staffing.
- Soft launch occurred:
  - Priority was to dismantle burnt RVs first.
  - Between 5/23/23 and 6/1/23, a total of 7 RVs have been dismantled.
- The first hotspot will be in unincorporated East Gardena
  - Outreach is on-going.
- CEO-HI is also actively looking for RV Storage sites and RV Safe Parking sites.
  - Canvassing County-owned properties and exploring public-private partnerships.
- Outcomes will be collected, and the lessons learned will be used to scale up the program to the rest of the County.

# Thank you.



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## Homeless Initiative

# Thank you.



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