

# HOMELESS POLICY DEPUTIES MEETING AGENDA

**MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION**

**Date:** Thursday, March 13, 2025  
**Time:** 2:00 – 4:00 PM  
**Location:** Kenneth Hahn Hall of Administration  
500 West Temple St.,  
Room 374-A  
Los Angeles, CA 90012

For members of the public who wish to join virtually or over the phone, please see below:

**Microsoft Teams Link:** [Click here to join the meeting](#)

**Teleconference Number:** +1 323-776-6996,,110359772#

**For Spanish interpretation, members of the public should send emails within 48 hours in advance of the meeting to [ClusterAccommodationRequest@bos.lacounty.gov](mailto:ClusterAccommodationRequest@bos.lacounty.gov)**

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Tyler Cash, Fifth District Lilit Bagdzhyan, Fifth District
II.	LTRHA Presentation of Metrics and Baselines	Christina Miller Senior Advocacy Officer Conrad N. Hilton Foundation  Francisco Covarrubias Senior Program Officer, California Community Foundation
III.	CEO-HI Presentation of the Regional Plan	Andrea Iloulian Senior Manager, Homeless Initiative and Affordable Housing
IV.	Items Recommended for Future Discussion	
V.	Public Comment*	

\* Public Comment is limited to one minute. Those joining virtually 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: March 27, 2025**

# Recommendations for Measure A Goals

Homeless Policy Deputies Meeting

## Universal Conditions for Success

- Work together to find key system improvements and efficiencies that maximize impact of existing resources
  - Measuring Performance Consistently - Make progress on LAHSA/County/City KPIs
  - Reduce Time - Improve processes from street to home by addressing process bottlenecks
- Design + Deploy a regional advocacy strategy to maintain existing funding levels at the state and federal level
- Fortify the workforce and non-profits sector charged with delivering services
- Mandate the use of centralized data systems to ensure we can evaluate our collective work and impact

# Tracking Success and Challenges in Year One

## *Embracing Year One as a transition for learning and testing*

- Track the policy and funding shifts at the state and federal level that directly impact our ability to achieve goals
- Isolate the impact of Measure A funding in year one to demonstrate progress towards goals achieved through our locally controlled resources.
- Track which conditions for success were implemented/adopted and which ones were not
- **Use Learning to Iterate: Use year one to refine and adjust goals for following years**

# Responding to ECRHA Feedback

- Reviewed proposed targets collectively and adjusted as necessary for consistency in scale across goals
- Subcommittees discussed the need for refining goals and targets to account for real-time shifts in the federal and state landscapes - *anticipated and actual*
- Reviewed and adjusted the recommended conditions and assumptions for success
- Leadership Table acknowledged that as we learn more, there will be the need to adjust goals and strategy

# Topline Goals

↓ 30%

Reduction in unsheltered homelessness

36,656

by end of 2030

↑ 57%

Increase in housing placements

30,000

by end of 2030

↓ 20%

Reduction in inflow into homelessness

50,561

by end of 2030

## Homelessness Response Goal 1

Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness with a focus on addressing gender, ethnic, and racial disproportionality, disparities and inequities

Dr. Va Lecia Adams Kellum

CEO  
Los Angeles Homeless Services Authority

Grant Sunoo

Director of Community Building and Engagement  
Little Tokyo Service Center

## Goal 1 Metrics + Targets

### METRIC 1A

↓ 30%

Reduce the number of people experiencing unsheltered homelessness by 30% to **36,656** by the end of 2030

### METRIC 1B

↑ 80%

Increase the number of people moving into permanent housing from unsheltered settings by 80% to **10,687** by the end of 2030

### METRIC 1C

↑ 32%

Increase the rate of people moving into interim housing from unsheltered settings by 32% to **45%** by the end of 2030

## Conditions Necessary for Success

- The region must produce more housing, and it must be accessible to unsheltered people
- Increasing interim housing must continue beyond emergencies
- Advocacy to maintain federal funding must continue
- New data tools should be used to track outcomes



Homelessness Prevention  
Goal 2

Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic, and racial disproportionality, disparities and inequities

Dr. Va Lecia Adams Kellum

CEO  
Los Angeles Homeless Services Authority

Grant Sunoo

Director of Community Building and Engagement  
Little Tokyo Service Center

Homelessness Response  
Goal 2

## Goal 2 Metrics + Targets

METRIC 2A

↓ 15%

Reduce the number of people with SMI alone experiencing homelessness by 15% to **11,978** by the end of 2030

METRIC 2B

↓ 10%

Reduce the number of people with SUD alone experiencing homelessness by 10% to **7,827** by the end of 2030

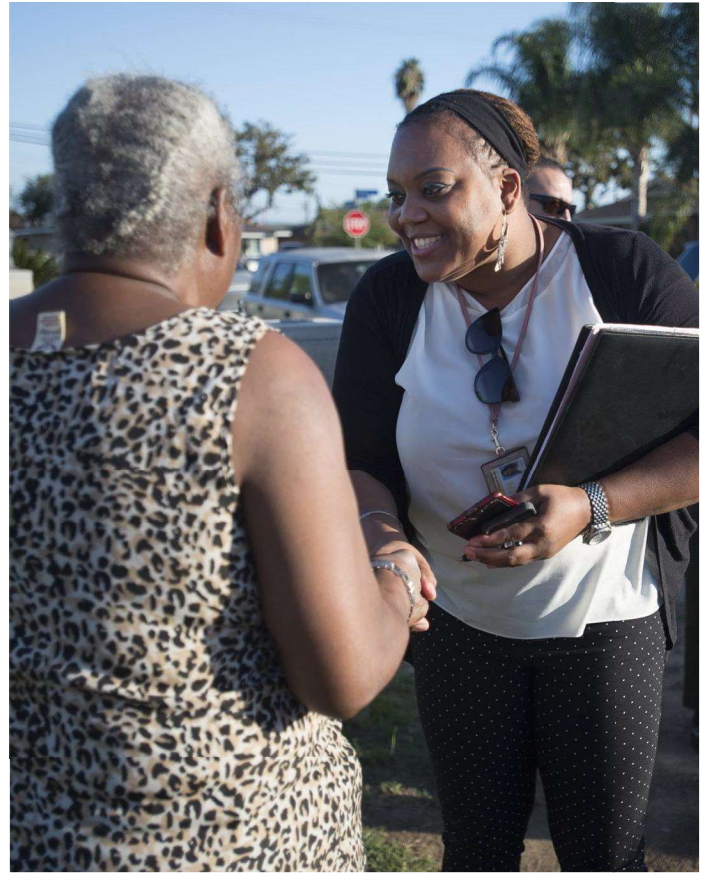
METRIC 2C

↓ 15%

Reduce the number of people with co-occurring SMI and SUD experiencing homelessness by 15% to **17,379** by the end of 2030

## Conditions Necessary for Success

- Effective and robust services must be available
- Maximize the utilization of all existing housing and shelter, including board and care
- The region must maximize leveraging MediCal
- Advocacy to maintain federal funding and Medicaid waiver must continue



### Homelessness Response Goal 3

Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic, and racial disproportionality, disparities and inequities

**Dr. Va Lecia Adams Kellum**

CEO  
Los Angeles Homeless Services Authority

**Grant Sunoo**

Director of Community Building and Engagement  
Little Tokyo Service Center



## Goal 3 Metrics + Targets

### METRIC 3A

↑ 57%

Increase the number of people who exit homelessness to permanent housing by 57% to **30,000** by the end of 2030

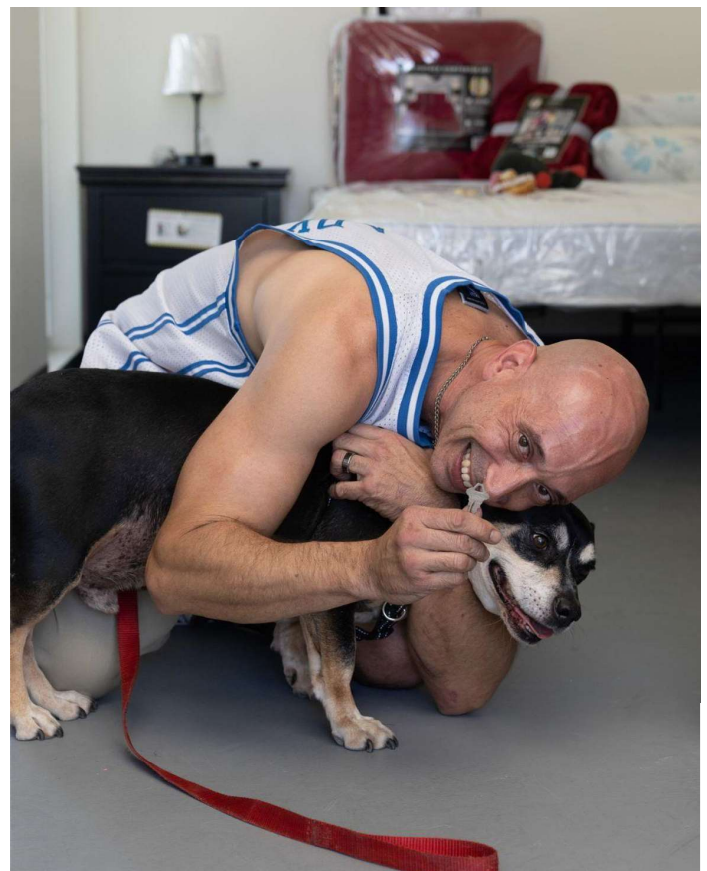
### METRIC 3B

↑ 101%

Increase the number of people who retain permanent housing two years after placement by 91% to **21,104** by the end of 2030

## Conditions Necessary for Success

- The region must produce more housing, and eligibility must align with homeless population
- State funding must continue
- Advocacy to maintain federal funding must continue
- Alignment with prevention





Homelessness Prevention  
Goal 4

Prevent people from falling into homelessness with a focus on addressing gender, ethnic, and racial disproportionality, disparities and inequities

Dr. Jackie Contreras

Director  
Los Angeles Department of Public Social Services

Jose Osuna

Director of External Affairs  
Brilliant Corners

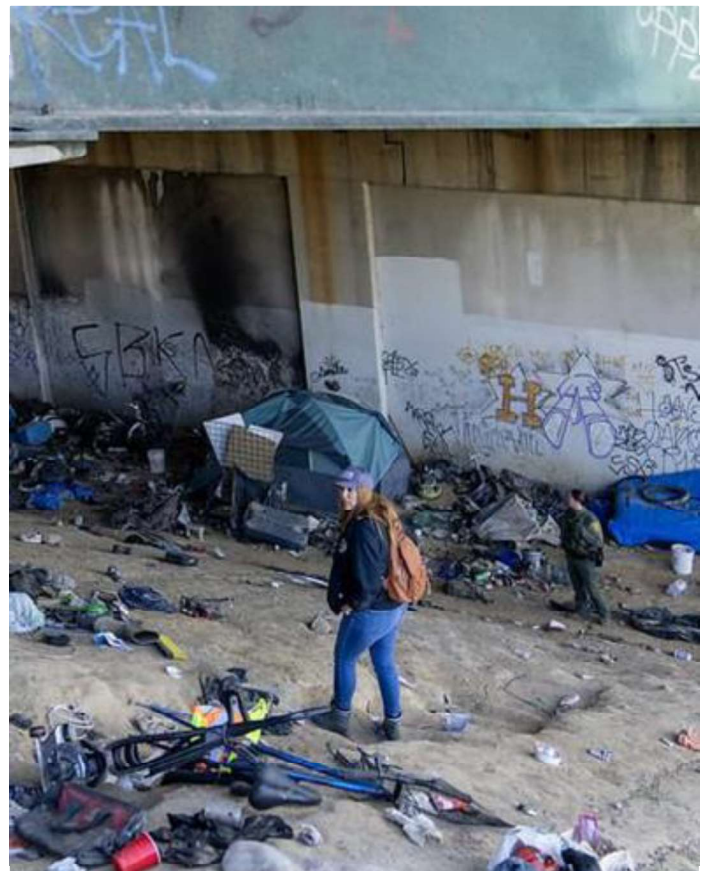
Homelessness Response  
Goal 4

## Goal 4 Metric + Target

METRIC 4A

↓ 20%

Reduce the number of people who become newly-homeless by 20% to **50,561** by the end of 2030



## Conditions Necessary for Success

- Prevention funding and programs must be targeted and cater to those at greatest risk, or they will not reduce inflow
- Prevention funding must align with equity goals
- The region needs a connected prevention system and an appointed policy lead
- Additional funding must be identified to fully meet the need in order to stem inflow
- Homeless service workers who need prevention resources should access them
- Prevention resources must be easy to access and visible to the public
- Measure A funded prevention programs need to enter their data into HMIS
- We need more research and evaluation to better understand the impact of prevention programs

### Affordable and Supportive Housing Goal 5

Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic, and racial disproportionality, disparities and inequities

**Lourdes Castro Ramirez**

Chief Housing & Homelessness Officer  
City of Los Angeles

**Stephanie Klasky-Gamer**

President and CEO  
L.A. Family Housing

## Goal 5 Metrics + Targets

### METRIC 5A

↑ 41-53%

Increase the current level of affordable housing production by 41-53% to **2,400-2,600** by the end of 2030

### METRIC 5B

416

Increase the current level of affordable housing units being preserved to a total of **416** at-risk units preserved annually by the end of 2030

### METRIC 5C

↑ 15,000

Increase the number of housing vouchers by **15,000** and the number of project-based vouchers by over **10,000** by the end of 2030

## Conditions Necessary for Success

- Innovation must play a role in bringing down costs
- Housing funding should be allocated according to gaps in production
- Measure A can be sole source—or leveraged
- LACAHSAs can issue bonds, and increase leverage
- Production alone will not close the gap
- Increasing federal budget authority can increase vouchers in circulation
- Resources from federal, state, and local sources must stay steady
- Focus on shovel-ready projects

# Embedding Equity

## Equity Framework, Values, and Principles

**Equity Definition:** The acknowledgment that each person has different circumstances and backgrounds and starts from a different place. Equity is the concept that differences matter and that systems must be balanced to distribute resources and opportunities needed to reach equal outcomes by treating everyone justly according to their circumstances. Equity is both an outcome and a practice.

**Measure A Goal-setting Framework:** Targeted Universalism in policy and practice

**Equity Principles:** Cultural Humility; Cultural Responsiveness; Spatial Equity; Trauma Informed Care; Intersectionality

**Equity Criteria:**

- Reduce racial disproportionality in homelessness
- Mitigate differences in growth of homelessness between racial/ethnic groups
- Correct disparities in access, experience, and outcomes in homeless services

## Challenges, Caveats, and Limitations

- Equity subcommittee received demographic subgroup data thanks to Data Subcommittee (CIO and CPL)
- There are only two available data sources: Point in Time Count and Service Data (HMIS, CHAMP, IBIS, LRS etc), **neither show the totality of people who experience homelessness** over the course of a year; there is overlap but it is unknown how much
- The data **methodology in capturing race/ ethnicity has changed** in our PIT and service data making comparisons and trends difficult.\*
- We can only see discrete populations; we also can't see other markers of equity like **attrition from homeless services or time it takes different groups** to access services
- **Data is not available by demographic subgroup like families, TAY, single adults.**
- **Family members are counted in numbers and percents in individuals, not households**, which weights the family system on the baseline numbers and percentages (ex. A family of 5 is counted 5 times in outcomes).
- Only LA CoC in service data and LA CoC PIT (CHAMP includes all CoCs)

\*SBD change October 1, 2023, LAHSA changes to PIT within race it was alone and in combination; race and ethnicity asked separately, and with ethnicity first.



Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness *with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities*

### Recommended Equity Subgoals – Goal 1

- Metric 1a. Decrease by 30% the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030.
  - Metric 1c. Increase by 32% the rate of people moving into interim housing from unsheltered settings from a baseline of 34% in FY 23-24 to a target of 45% in 2030.
  - Metric 1b. Increase by 80% the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030.
- Decrease the **rate of growth** of **Latinx people experiencing unsheltered homelessness** in the homeless services system by 10 percentage points from a baseline of 30% to 20%; reduce the rate of growth of unsheltered Latinx people in the PIT count by 10 percentage points.
  - Reduce the **percentage** of **Black people experiencing unsheltered homelessness** in the homeless services system by 10 percentage points from a baseline of 28% to 18%; reduce the percentage of unsheltered Black people in the PIT count by 10 percentage points.
  - Reduce **disparities in access to interim housing** for **AIAN people experiencing unsheltered homelessness** by 10 percentage points from baseline of 42% to 52% and for **Latinx people experiencing unsheltered homelessness** by 10 percentage points from baseline of 34% to 44%.
  - Reduce **disparities in access to permanent housing** for **Black, Latinx, and AIAN people experiencing unsheltered homelessness** by 10 percentage points from baselines of 11% (Black), 8% (Latinx), 11% (AIAN).

Goal 2: Reduce the number of people with mental illness (SMI) and/or substance use disorders (SUD) who experience homelessness *with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities*

- Metric 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness from a baseline of 14,056 in FY 23-24 to a target of 11,978 in 2030.
- Metric 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness from a baseline of 8,697 in FY 23-24 to a target of 7,827 in 2030.
- Metric 2c: Reduce by 15% the number of people with co-occurring SMI and SUD experiencing homelessness from a baseline of 20,446 in FY 23-24 to a target of 17,379 in 2030

**Recommended Equity Subgoals – Goal 2**

- Decrease the **rates** of **AIAN participants** with SMI or SUD (49%), SUD (8%), and co-occurring disorders (26%) within the service population by 20%.
- Reduce **rate of growth** of **Latinx participants** with SUD or SMI (54%) within the service population by 10 percentage points; reduce **percentage** of **Latinx participants** with co-occurring disorders (17%) in the service population by 10 percentage points.
- To reduce disparities, the **rate** of **Black participants** with co-occurring disorders within the service population by 5 percentage points from baseline of 18% to 13%.
- Reduce the **percentage** of Black, Latinx and AIAN participants with SMI, SUD, and co-occurring SMI/SUD experiencing homelessness in the PIT.

Goal 3: Increase the number of people permanently leaving homelessness *with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities*

- Metric 3a: Increase by 57% the number of service participants who exit homelessness to permanent housing from a baseline of 19,127 in FY 23-24 to a target of 30,000 in 2030.
- Metric 3b: Increase by 91% the number of service participants who retain permanent housing, two years after they exit homelessness from a baseline of 10,501 in FY 23-24 to a target of 20,008 in 2030.

**Recommended Equity Subgoals – Goal 3**

- Reduce **rate of growth** of **Latinx people experiencing homelessness** in the PIT count by increasing permanent housing exits among Latinx service participants by at least 57% by 2030.
- Reduce the **percentage** of **Black** and **AIAN** people experiencing homelessness in the PIT count by increasing permanent housing exits among Black and AIAN service participants by 65% each.
- Reduce the percentage of **Black** and **AIAN people experiencing homelessness** in the PIT count by increasing the retention of Black and AIAN service participants in permanent housing by 10 percentage points, from a baseline of 73% for AIAN and 77% for Black service participants
- Increase the number of **Black, Hispanic, and AIAN** service participants who retain permanent housing for five years after they exit homelessness by 91% by 2030; Increase the number of **Black, Hispanic, and AIAN** service participants who retain permanent housing for ten years after they exit homelessness by 91% by 2030

Goal 4: Prevent people from becoming homeless *with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.*

- Metric 4a: Decrease the inflow of newly-homeless individuals by 20%, from a baseline of 66,302 in FY 23-24 to 50,501 by the end of 2030.

**Recommended Equity Subgoals – Goal 4**

- Decrease **disproportionality** of **newly-homeless Black participants** by 30% from a baseline of 35% by 2030.
- Decrease the disparity in **rate of growth** of **newly homeless Black** (9%) and **Latinx** (21%) people by 7 percentage points each.
- Reduce the overall **percentage** of **Black, Hispanic, and AIAN people experiencing homelessness** within in the point-in-time count by 20% by 2030.

Goal 5: Increase the number of affordable housing units in Los Angeles County *with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.*

- Metric 5a: Increase by 41%-53% the current level of affordable housing production, from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 units in 2030.
- Metric 5b: Increase by the current level of affordable housing units being preserved, to a total of 416 at-risk units preserved annually.
- Metric 5c: Increase the number of housing vouchers by 15,000 and the number of project-based vouchers by over 10,000.

**Recommended Equity Strategies – Goal 5**

- Increase **outreach** to **people experience homelessness earning 30% or below** the Area Median Income (AMI) and **severely cost burdened** renter households in LA County for affordable units.
- Increase **retention** of **Black people in Permanent Supportive Housing** by targeting legacy permanent supportive buildings for preservation.
- Reduce **disparities** in **access to high opportunity neighborhoods** and **increasing investment** into under resourced communities through affordable housing development.
- Increase enforcement of source of income protected class cases across the County, to reduce **discrimination** in the housing market
- **Increase Flexible Housing Subsidy Pool vouchers** by **to increase access** for undocumented and documented households



# Thank you!

## **Measure A Responsive Regional Plan**

### **Overview**

As outlined in the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A or Ordinance), the County Board of Supervisors (Board) is charged with adopting a regional plan consistent with the goals and objectives established by the Ordinance.

The recommended regional plan outlined here, the Responsive Regional Plan, seeks to coordinate countywide efforts to combat homelessness. With participation from all local jurisdictions, the plan will provide an opportunity for alignment across countywide programmatic efforts, including but not limited to those funded by Measure A. As a living plan, it will continuously evolve, incorporating course corrections as the region adapts and continuously improves its efforts.

This attachment provides a summary of the Responsive Regional Plan and the steps to enable its implementation:

- 1) Adoption of the proposed framework for the Responsive Regional Plan (included in this Attachment);
- 2) Collection of additional data from jurisdictional partners to build a more comprehensive and inclusive version of the Responsive Regional Plan; and
- 3) Development of a process for continual updates from jurisdictional partners, creating a “living” Responsive Regional Plan.

Together, these components will provide a publicly available tool that will enhance regional coordination by providing visibility into both local jurisdiction and countywide efforts and improve tracking drivers of progress toward the Measure A goals and objectives.

### **Development of a Responsive Regional Plan Framework**

Per Measure A, Section 6, A5, the Board is charged with adopting a regional plan that aims to reduce homelessness and increase the supply of affordable housing in the County by April 1, 2025.<sup>1</sup> The Ordinance included the option to satisfy the regional plan requirement by adopting the regionally coordinated plan developed for the most recent Homeless Housing, Assistance and Prevention (HHAP) grant application to the California Department of Housing and Community Development (DHCD). The County’s HHAP application was a joint effort by the County, City of Los Angeles, and four Continuum of Care partners (Los Angeles Homeless Services Authority or LAHSA, Long Beach, Pasadena, and Glendale). It included a regionally coordinated action plan, developed through strategic partnerships and emphasizing data-driven, cross-system planning to strengthen the County’s response to homelessness. The plan was formally adopted by all six participating jurisdictions through a memorandum of understanding. While the extensive application process for the HHAP grant demonstrated deep countywide alignment, it was limited to the six partners and therefore required further expansion to include all local jurisdictional partners and unincorporated areas in Los Angeles County.

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<sup>1</sup> Measure A, Section 6, A5: “If another funding source mandates a countywide plan that includes housing and homeless services systems, that plan may serve as the regional plan this section requires.”

Acknowledging that the County HHAP application does not encompass the efforts of all jurisdictional partners - such as the other 84 cities, Councils of Government, and unincorporated areas - the Responsive Regional Plan builds upon the HHAP application as a framework. The Responsive Regional Plan framework serves as a starting point to collect and organize data from all jurisdictions and unincorporated areas across the County.

## **Responsive Regional Plan Components and Data Collection**

The Responsive Regional Plan has four components:

- 1) Goals - As outlined by Measure A;
- 2) Metrics - Adopted by the Board to measure progress toward goals;
  - a. Should the Board adopt revised metrics, the same changes will be reflected in the Responsive Regional Plan;
- 3) Impact Categories - Groups of similar or like action items aimed at achieving the goals of Measure A; and
- 4) Action Items - Unique or collaborative initiatives, efforts, and programs implemented within or across jurisdictions.

The impact categories and action items included in the Responsive Regional Plan framework in this Attachment are drawn from the HHAP application; the data collection processes described in the next section are intended to expand the Responsive Regional Plan to reflect additional jurisdictional efforts countywide.

To facilitate the collection of this critical information, an online platform will be developed, along with a formal process for jurisdictions to submit information on the strategies and programs they currently implement to address housing and homelessness. Each submission will be reviewed and finalized in partnership with the submitting jurisdiction. This publicly accessible platform will organize submitted information by Goals, Metrics, Impact Category, and Action Item, with filtering options by jurisdiction.

Each year, as collective efforts evolve, adjust, and course correct to achieve the Goals of Measure A, the Responsive Regional Plan must also adapt to reflect these changes. To that end, updates to the plan will include a process through the online platform for jurisdictions to submit new Impact Categories and Action Items, as well as amend prior submissions as changes occur over time.

## **Intended Uses and Benefits of the Regional Plan**

Once implemented, the Responsive Regional Plan will serve as a tool to inform and strengthen the region's ability to align policy and program design across jurisdictions, inform best practices for standardizations of care, collaborate and remove roadblocks, scale effective programs, identify opportunities for system and cost efficiencies and drive investments toward greatest impact to achieve the Measure A goals.

## **Responsive Regional Plan Framework**

# Responsive Regional Plan Framework - A Living Document

Each page in this document takes the following structure:

Goal as outlined by Measure A							
Metrics as adopted by the Board of Supervisors to measure progress towards goals							
Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Groupings of similar/like Action Items aimed at achieving the goals of Measure A	Unique or collaborative initiatives, efforts and programs within or across jurisdictions	X's indicates the partner jurisdiction					

Action Items used to develop this framework were identified using the Los Angeles County collaborative Homeless Housing, Assistance and Prevention (HHAP) Grant application which was submitted to the State of California in March of 2024 on behalf of the County of Los Angeles, the City of Los Angeles and region's four Continuums of Care. This initial framework serves as a foundation for the Responsive Regional Plan to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

## Note

This framework will be used to build an interactive online platform, allowing users to search by metric, goal, impact category, action item, and jurisdiction. The platform will also enable jurisdictions to contribute new impact categories and action items or amend existing ones through a submission process. The content here is subject to change to best reflect our collective jurisdictional efforts.

## Glossary

Most program names included in the inventory are spelled out. Definitions for some major agencies and county departments that are referred to by acronym are below:

Acronym	Organization
CoC	Continuum of Care
LAHSA	Los Angeles Homeless Services Authority
HACLA	Housing Authority of the City of Los Angeles
LACDA	Los Angeles County Development Authority
DHS	Department of Health Services
DMH	Department of Mental Health
DPH	Department of Public Health
DCBA	Department of Consumer and Business Affairs
DCFS	Department of Children and Family Services
DPSS	Department of Public Social Services
DYD	Department of Youth Development
A&D	Ageing and Disabilities Department
JCOD	Justice Care and Opportunities Department
CalWORKS	California Work Opportunity and Responsibility to Kids (CalWORKS) in the California Department of Social Services
LASD	Los Angeles County Sheriff's Department
DPW	Department of Public Works

Action Items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

## Responsive Regional Plan Framework - A Living Document

Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness							
Metric: Increase by xx% the number of people moving into interim and permanent housing from unsheltered settings, as measured through the PIT count, the encampment data tool and reporting groups experiencing unsheltered homelessness.							
Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
<b>Coordinated Entry System (CES)</b>		CES Regional Coordination	X		X		
<b>Coordinated Outreach</b>	<b>Outreach Coordination</b>	Emergency Centralized Response Center (ECRC)	X				
		Outreach Regional Coordination	X	X	X	X	X
	<b>Outreach Teams</b>	DHS Multidisciplinary Outreach Teams (MDT's)	X	X	X	X	X
		DMH Homeless Outreach Mobile Engagement (HOME) Teams	X				
		LASD Homeless Outreach Services Teams (HOST)	X				
		LAHSA Homeless Engagement Team (HET)	X	X	X		
	<b>Mobile Health Teams</b>	CoC Outreach Teams		X		X	X
DPH Mobile Vaccine and Testing Team (MVT)		X					
	DHS Mobile Health Clinics	X					
<b>Encampment Resolutions</b>		Pathway Home	X		X		
	Inside Safe	X	X	X			
	Every Woman Housed (Skid Row)	X	X	X			
	Los Angeles River Encampment Resolution (CD 4)		X	X			
	Skid Row Action Plan (SRAP)	X	X	X			
	The Grand Corridor Encampment Resolution			X			
	CoC Specific Encampment Resolution Projects					X	
<b>Housing Navigation</b>		Housing Navigation Program	X	X	X	X	X
<b>Interim Housing</b>	<b>Individuals</b>	Interim/Bridge Housing (A Bridge to Home, Roadmap, Tiny Homes, etc.)	X	X	X	X	X
		Behavioral Health Bridge Housing (BHBH)	X				
	<b>Families</b>	Interim/Bridge Housing	X	X	X	X	X
		Transitional Housing (TAY)	X	X	X	X	X
	<b>TAY</b>	Interim/Bridge Housing	X	X	X	X	X
		Interim/Bridge Housing (Individuals Exiting Institutions, Enhanced Bridge Housing for Women, Enhanced Bridge Housing for Older Adults, etc.)	X	X	X	X	X
	<b>Special Populations</b>	Stabilization Housing	X				
		Recuperative Care	X				
	<b>Emergency Shelter</b>	Emergency Housing Programs (Winter Shelters, Crisis Housing, Emergency Response Shelters)	X	X	X	X	X
		Enriched Residential Care	X				
<b>Permanent Housing</b>		Permanent Supportive Housing	X	X	X	X	
<b>Housing Subsidies</b>	<b>Locally Funded Housing Subsidies</b>	Time Limited Subsidies (TLS)	X	X	X	X	
		Shallow Subsidies	X	X	X		
		Flexible Housing Subsidy Pool (FHSP)	X				
	<b>Federally Funded Housing Subsidies</b>	Tenant Based Vouchers (Housing Authorities)	X	X		X	X
		Project Based Vouchers (Housing Authorities)	X	X		X	X
<b>Supportive Services</b>		Veteran & Military Family Services (VMFS)	X				
	Housing Supportive Services Program (HSSP)	X					
	Time Limited Subsidies Support Services	X	X	X	X	X	
	Full Service Partnership (FSP)	X					
	Intensive Case Management Services (ICMS)	X			X	X	
<b>Unit Acquisition</b>		Resident and Property Support Services (RPSS)	X		X		
	Master Rental Subsidy Agreement (MRSA)	X					
	LACDA Housing and Homeless Incentive Program (HHIP)	X					
	Master Leasing Program	X		X			

Action Items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

## Responsive Regional Plan Framework - A Living Document

### Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness

Metric: Reduce by xx% the number and proportion of the population experiencing homelessness with serious mental illness and/or substance use disorder.

Impact Category		Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Coordinated Outreach	Outreach Coordination	Emergency Centralized Response Center (ECRC)	X					
		Outreach Regional Coordination	X	X	X	X	X	X
	Outreach Teams	DHS Multidisciplinary Outreach Teams (MDT's)	X	X	X	X	X	X
		DMH Homeless Outreach Mobile Engagement (HOME) Teams	X					
		LASD Homeless Outreach Services Teams (HOST)	X					
		LAHSA Homeless Engagement Team (HET)	X	X	X			
	Mobile Health Teams	CoC Outreach Teams		X		X	X	X
DPH Mobile Vaccine and Testing Team (MVT)		X						
	DHS Mobile Health Clinics	X						
Housing Navigation		Housing Navigation Program	X	X	X	X	X	X
Services and Benefits		Substance Use Prevention and Control (SAPC)	X					
		Safe Landing	X					
		DPSS Benefit Enrollments	X					
		Countywide Benefits Entitlement Services Team (CBEST)	X					
		Client Engagement & Navigation Services (CENS) (DPH - SAPC)	X					
Interim Housing	Individuals	Interim/Bridge Housing (A Bridge to Home, Roadmap, Tiny Homes, etc.)	X	X	X	X	X	X
		Behavioral Health Bridge Housing (BHBH)	X					
	Families	Interim/Bridge Housing	X	X	X	X	X	X
	TAY	Transitional Housing (TAY)	X	X	X	X	X	X
		Interim/Bridge Housing	X	X	X	X	X	X
	Special Populations	Interim/Bridge Housing (Individuals Exiting Institutions, Enhanced Bridge Housing for Women, Enhanced Bridge Housing for Older Adults, etc.)	X	X	X	X	X	X
		Stabilization Housing	X					
		Recuperative Care	X					
	Emergency Shelter	Emergency Housing Programs (Winter Shelters, Crisis Housing, Emergency Response Shelters)	X	X	X	X	X	X
Permanent Housing		Enriched Residential Care	X					
	Permanent Supportive Housing	X	X	X	X	X	X	
Housing Subsidies	Locally Funded Housing Subsidies	Time Limited Subsidies (TLS)	X	X	X	X	X	X
		Shallow Subsidies	X	X	X			
		Flexible Housing Subsidy Pool (FHSP)	X					
	Federally Funded Housing Subsidies	Tenant Based Vouchers (Housing Authorities)	X	X		X	X	X
		Project Based Vouchers (Housing Authorities)	X	X		X	X	X
Supportive Services		Veteran & Military Family Services (VMFS)	X					
		Housing Supportive Services Program (HSSP)	X					
		Time Limited Subsidies Support Services	X	X	X	X	X	X
		Full Service Partnership	X					
		Intensive Case Management Services (ICMS)	X			X	X	

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## Responsive Regional Plan Framework - A Living Document

Goal 3: Increase the number of people permanently leaving homelessness								
Metric: Increase by xx% the number of persons who have exited homelessness to a permanent destination and have not returned after two years.								
Impact Category		Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Coordinated Outreach	Outreach Coordination	Emergency Centralized Response Center (ECRC)	X					
		Outreach Regional Coordination	X	X	X	X	X	X
	Outreach Teams	DHS Multidisciplinary Outreach Teams (MDT's)	X	X	X	X	X	X
		DMH Homeless Outreach Mobile Engagement (HOME) Teams	X					
		LASD Homeless Outreach Services Teams (HOST)	X					
		LAHSA Homeless Engagement Team (HET)	X	X	X			
		CoC Outreach Teams		X		X	X	X
	Mobile Health Teams	DPH Mobile Vaccine and Testing Team (MVT)	X					
		DHS Mobile Health Clinics	X					
Encampment Resolutions	Pathway Home	X		X				
	Inside Safe	X	X	X				
	Every Woman Housed (Skid Row)	X	X	X				
	Los Angeles River Encampment Resolution (CD 4)		X	X				
	Skid Row Action Plan (SRAP)	X	X	X				
	The Grand Corridor Encampment Resolution			X				
	CoC Specific Encampment Resolution Projects					X	X	
Housing Navigation		Housing Navigation Program	X	X	X	X	X	X
Interim Housing	Individuals	Interim/Bridge Housing (A Bridge to Home, Roadmap, Tiny Homes)	X	X	X	X	X	X
		Behavioral Health Bridge Housing (BHBH)	X					
	Families	Interim/Bridge Housing	X	X	X	X	X	X
		Transitional Housing (TAY)	X	X	X	X	X	X
	TAY	Interim/Bridge Housing	X	X	X	X	X	X
		Interim/Bridge Housing (Individuals Exiting Institutions, Enhanced Bridge Housing for Women, Enhanced Bridge Housing for Older Adults, etc.)	X	X	X	X	X	X
	Special Populations	Stabilization Housing	X					
		Recuperative Care	X					
	Emergency Shelter	Emergency Housing Programs (Winter Shelters, Crisis Housing, Emergency Response Shelters)	X	X	X	X	X	X
Permanent Housing		Enriched Residential Care	X					
		Permanent Supportive Housing	X	X	X	X	X	X
Housing Subsidies	Locally Funded Housing Subsidies	Time Limited Subsidies (TLS)	X	X	X	X	X	X
		Shallow Subsidies	X	X	X			
		Flexible Housing Subsidy Pool (FHSP)	X					
	Federally Funded Housing Subsidies	Tenant Based Vouchers (Housing Authorities)	X	X		X	X	X
		Project Based Vouchers (Housing Authorities)	X	X		X	X	X
Supportive Services	Veteran & Military Family Services (VMFS)		X					
	Housing Supportive Services Program (HSSP)		X					
	Time Limited Subsidies Support Services		X	X	X	X	X	X
	Full Service Partnership (FSP)		X					
	Intensive Case Management Services (ICMS)		X			X	X	
Unit Acquisition	Resident and Property Support Services (RPSS)		X		X			
	Master Rental Subsidy Agreement (MRSA)		X					
	LACDA Housing and Homeless Incentive Program (HHIP)		X					
	Master Leasing Program		X		X			



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Goal 4: Prevent people from falling into homelessness							
Metric : Reduce the number of people who become newly homeless, as measured by administrative data, by XX%							
Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Targeted Prevention	Problem Solving	X	X	X		X	
	Homeless Prevention Programs	X	X	X	X	X	X
	Home Safe	X		X			
	Homeless Prevention Unit	X					
Eviction Defense	Stay Housed LA	X					
	Legal Services	X	X	X			
	DCBA Foreclosure and Real Estate Fraud Program	X					
	DCBA Mediation/Dispute Resolution Program	X					
Housing Stability	Criminal Records Clearing Project	X	X				
	Housing Stability Services for Latino Youth				X		
	DCBA Rent Stabilization Program	X					
Financial/Rental Assistance	DCBA LA County Rent Relief Program	X					
	LACDA Open Doors	X					
	LACDA Housing and Homelessness Incentive Program (HHIP)	X					
	DPSS Cash Assistance	X					
	Breathe: Guaranteed Basic Income	X					
	DCFS Supervised Independent Living Program	X					

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## Responsive Regional Plan Framework - A Living Document

Goal 5: Increase the number of affordable housing units in Los Angeles County							
Metric: Reduce by xx% the baseline of unmet need (500,000-550,000 unit shortage for people with very low-incomes and below), with additional submetrics for production, preservation, and access.							
Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Production	Land Banking Pilot	X					
	Affordable Housing and Sustainable Communities Program (AHSC)	X	X				
	Affordable Housing Trust Fund	X					
	Homekey	X	X			X	
	LACDA Annual NOFA	X	X		X	X	X
Unit Acquisition	Resident and Property Support Services (RPSS)	X		X			
	Master Rental Subsidy Agreement (MRSA)	X					
	LACDA Housing and Homeless Incentive Program (HHIP)	X					
	Master Leasing Program	X		X			