



California Department of Housing and Community Development

HHAP 6 Regional Application

Section 1. Regional Identification and Contracting Information

Section 1. Regional Identification and Contracting Information

Steps to complete this section:

1. Select the Continuum of Care (CoC) Region. The definition of "Region" is the geographic area served by a county, including all cities and the CoC or CoCs within it (HSC 50230(v)).
2. Indicate which Eligible Applicants are applying together as a region for HHAP 6 (i.e., which Eligible Applicants will administer the Regionally Coordinated Homelessness Action Plan and be signatory to the Memorandum of Understanding). Eligible Applicants for HHAP 6 are all counties, all Continuums of Care, and Large Cities.
3. For each participating Eligible Applicant, indicate whether and how the Eligible Applicant intends to contract with HCD (i.e., indicate whether the Eligible Applicant will act as their own Administrative Entity, or designate one of the other regional partners to administer their allocation and act as the Administrative Entity on their behalf).

Regional Application Participation

Continuums of Care (CoCs)

- A CoC that serves a single county **must** apply as part of the regional application with the county and any overlapping Large Cities. In this case, the CoC should select: *"Is participating in this regional application as an Eligible Applicant."*
- A CoC that serves multiple counties **must either:** apply as part of a single regional application with multiple counties and any overlapping Large Cities **or** participate in the regional application of each overlapping county and the Large Cities therein. When the CoC is participating in multiple regional applications, the CoC should select: *"Is participating in this regional application as an Eligible Applicant"* for the regional application that will include the CoC's HHAP 6 funding plan, and should select: *"Is participating in this regional application as a collaborator"* for all other regional applications they are participating in. This will help to ensure the CoC's funding plan is only collected on a single regional application.

Large Cities ("City" or "Cities")

Large Cities must apply as part of the regional application with the applicable county and CoC.

Counties

- In a CoC that serves a single County, the County **must** apply as part of a regional application with the CoC and any overlapping Large Cities.
- In a multi-county CoC, counties are **strongly encouraged** to apply in collaboration with other counties that are served by the same CoC. **At a minimum**, each County must apply with the overlapping CoC.

LA Region

All CoCs within the County of Los Angeles shall be considered part of a single region, along with the County and Large Cities within the county and therefore **must** apply together. (HSC § 50230(v)(2).)

Contracting

Each Eligible Applicant has the discretion to administer their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. The selections made in this section will indicate which Eligible Applicant will enter into contract with HCD to administer each Eligible Applicant's HHAP 6 allocation. For reference, [HHAP 6 allocations](#) are available on HCD's HHAP website.

The Administrative Entity is responsible for meeting the terms and conditions of the contract, which include, but is not limited to, contracting (when necessary) with sub-recipients, and fulfilling all monthly, annual, final, and Homeless Management Information System (HMIS) reporting requirements.

- **If you plan to contract with HCD to receive and administer only your (individual) HHAP 6 allocation**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection.
- **If you do not plan to contract with HCD and instead plan to identify another participating Eligible Applicant in the region to enter into contract with HCD to receive and administer your HHAP 6 allocation**, select: *"Identify another participating Eligible Applicant in their region to enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection. Once selected, you will be prompted to designate the Administrative Entity from a list of other Eligible Applicants in the region.
- **If you plan to contract with HCD to receive and administer multiple HHAP 6 allocations within your region**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region"* under the contracting selection.

Please select the Continuum of Care region

Los Angeles City & County CoC

Los Angeles County Region

City of Long Beach

Long Beach Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Long Beach Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region

Contact Title

Homeless Services Bureau Manager

Name

Paul Duncan

Email

paul.duncan@longbeach.gov

Phone

(562) 570-4581

City of Los Angeles

Los Angeles Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Los Angeles Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Sr. Administrative Analyst II

Name

Bindu Kannan

Email

bindu.kannan@lacity.org

Phone

(213) 574-4392

Glendale CoC

CA-612 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-612 Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Deputy Director, Community Development Dept- Housing Division

Name

Arsine Isayan

Email

arisayan@glendaleca.gov

Phone

(818) 550-4474

Long Beach CoC

CA-606 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-606 Contracting

Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP 6 allocation

CA-606 Designated Administrative Entity

City of Long Beach

Contact Title

Homeless Services Bureau Manager

Name

Paul Duncan

Email

paul.duncan@longbeach.gov

Phone

(562) 570-4581

Los Angeles City & County CoC

CA-600 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-600 Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Chief of Staff

Name

Rachel Johnson

Email

rajohnson@lahsa.org

Phone

(213) 518-2170

Los Angeles County

Los Angeles County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Los Angeles County Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Manager, CEO Homeless Initiative

Name

Rachael Simon

Email

RSimon@ceo.lacounty.gov

Phone

(323) 447-6402

Pasadena CoC

CA-607 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-607 Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Homeless Programs Coordinator

Name

Jennifer O'Reilly-Jones

Email

joreillyjones@cityofpasadena.net

Phone

(626) 744-8305

Number of Contracts

6

Section 2. Documentation and Certification of Stakeholder Engagement

Section 2. Documentation of Stakeholder Engagement

1. Provide the dates for which at least three public meetings were held to support the development of the Regionally Coordinated Homelessness Action Plan (Plan).
2. Describe how each stakeholder group from the list provided was invited and encouraged to engage in the Plan.
3. Describe the specific input from the public meetings that was incorporated into the Plan.
4. Certify that all participating Eligible Applicants met the process requirements for developing the Plan.

Meeting Dates

| Meeting Dates | Meeting Name or Identifier (optional) |
|---------------|---------------------------------------|
| 7/8/2025 | |
| 7/9/2025 | |
| 7/22/2025 | |
| 7/23/2025 | |
| 7/25/2025 | |

Stakeholder engagement

| Stakeholders | Description of how stakeholders were invited and encouraged to engage in the public stakeholder process | Describe the specific input from stakeholders that was incorporated into the Plan |
|--|--|---|
| People with lived experience of homelessness, including but not limited to survivors of domestic violence. | Stakeholders with lived experience of homelessness were engaged and invited to all of the stakeholder engagement meetings where HHAP-6 was agendized. Most of these meetings were regularly held meetings that individuals with lived experience of homelessness routinely attend and/or participate in. In addition, invitations were sent to lived experience advisory boards throughout the Los Angeles (LA) region and to all Continuum of Care (CoC) members with lived experience. | People with lived experience of homelessness who attended the HHAP-6 community engagement meetings elevated rapid rehousing, prevention and diversion as funding priorities. An overwhelming majority of people who identified as having lived experience of homelessness felt rapid rehousing should be a priority for HHAP-6 funding, and almost half shared that prevention and diversion should be prioritized. The LA region has included both rapid rehousing including Key Actions 5, 9, 11, 16, 20, 32, 33, 36, 39, 42, 49, 51, 52, and 54, and prevention and diversion in Key Actions 16, 20, 42, and 45 in its |

Regionally Coordinated Homeless Action Plan. A large portion of the funding allocated throughout the region is dedicated to rapid rehousing and other permanent housing efforts, as well as prevention and diversion.

Youth with lived experience of homelessness.

Youth with lived experience of homelessness were engaged and invited to all of the stakeholder engagement meetings where HHAP-6 was agendized including the organizations that serve youth experiencing homelessness. In addition, targeted outreach was conducted to ensure youth were proportionately represented at these meetings. Youth with lived experience also participate in the region's reoccurring CoC Board meetings as active members.

One of the key issues raised by youth with lived experience of homelessness was the need for stronger services supporting youth attending college. They shared concerns that students often have to choose between covering tuition or housing and basic needs (e.g. hygiene, etc.). The LA region currently provides outreach and services to youth, including youth-led outreach teams, as well as youth Coordinated Entry System (CES) staff co-located on community college campuses (Key Action 41). These staff work with at-risk youth to connect them to mainstream services and address their housing needs.

Youth participants identified rapid rehousing as the highest priority for youth of all the eligible use categories covered through HHAP-6. This priority is reflected in Key Actions 5, 9, 11, 16, 20, 21, 22, 23, 24, 32, 33, 36, 39, 42, 49, 51, 52, and 54. Key Action 38 also highlights the work the City of Long Beach is doing to address youth needs through a Youth Navigation Center.

Youth with lived experience also shared that resources should be allocated towards prevention and diversion, as reflected in the region's investments in Key Actions 16, 20, 42, and 45.

Local department leaders and staff of qualifying smaller jurisdictions, including child welfare, public welfare, health care, behavioral health, justice, and education system leaders.

All HHAP-6 Applicants reached out to their local department leaders and staff from City and County departments to invite them to the different public meetings that were held to solicit feedback from stakeholders, including City Council members, Boards of Supervisors, and

Local department leaders and staff from qualifying smaller jurisdictions advocated that at least half of HHAP-6 funds should be allocated to permanent housing solutions, with a particular emphasis on rapid rehousing. They also raised general concerns about the lack of housing affordability across the LA region.

agency leads and staff. The three City CoC jurisdictions (Glendale, Long Beach, and Pasadena) and the City of Los Angeles engaged with the different City staff and City Council members by presenting at City Council meetings, sharing drafts of proposed funding allocations and Key Actions, presentations to their full CoC boards and membership (which includes over 80 cities in the region) and worked directly with City Departments to identify key actions and funding allocations, so as not to be duplicative of other funding sources to the City or the CoC. The County announced public meetings through their listserv of over 40,000 individuals, including County staff and Department leads. The County sent an evite to officially invite all 40,000 to the public meetings. The County also sent out a weekly newsletter to the same 40,000-member listserv and posted about upcoming meetings on the County website. County staff also engaged in targeted outreach with staff in departments to provide a more personal touch. In addition, County staff announced their HHAP-6 public meetings at all public Brown Act County meetings to encourage others to join. The County used social media to announce upcoming meetings and encourage attendance. County staff engaged with all of the Board of Supervisor offices' staff and invited them to give direct feedback during the public engagement opportunities. In addition, the County conferred with many staff of the departments partnering or impacted by HHAP-6 funding. In addition to 1:1 outreach, the County invited all County-level departments to public meetings, with over 20 County departments

They also recommended prioritizing housing stability programs including those that increase an individual's income. In addition, they raised the importance of intensive case management services, the need to provide support for individuals locating more affordable housing units, and transition planning upon exiting the rapid rehousing program.

The LA region has continued to invest heavily in permanent housing solutions, as noted through Key Actions 5, 9, 11, 16, 20, 21,22, 23, 24, 32, 33, 36, 39, 42, 49, 51, 52, and 54. In particular, LA County's funding plan includes a significant ongoing investment in intensive case management services (see Key Action 63) for people living in permanent supportive housing.

Some local leaders also shared their hopes for future level and ongoing HHAP funding.

and 100s of County staff included in the invitation to the regionwide community stakeholder meeting. For that regionwide community stakeholder public meeting on 7/22, over 70 local department leaders and staff from qualifying smaller jurisdictions within Los Angeles County were amongst the more than 600 individuals who registered to attend.

Homeless services and housing providers, including developers of permanent affordable housing operating within the region.

All four CoC member organizations invited their members to engage in regional public meetings, including CoC Board meetings where HHAP-6 was agendaized and discussed. HHAP-6 Applicants made extra efforts to invite their local affordable housing developer partners and housing providers and to engage them in the HHAP-6 planning and funding process. In the three City CoCs of the region and the City of Los Angeles, the Cities regularly collaborate with housing developers and engage them in CoC membership meetings where HHAP-6 priorities and funding were discussed during the planning period. The largest of the regional CoCs, LAHSA, hosts a monthly meeting of affordable housing developers focused on improving connections between the homeless system and housing developers and housing developments, ensuring responsiveness between the different partners. During the HHAP-6 planning process, LAHSA engaged with the members more than 2-3 times to discuss housing development as it would impact the regional plans and the development of key actions and funding allocations for HHAP-6. Long Beach CoC has an open seat on the Board that has been filled by a housing provider and developer for more than 5

Most of the homeless services and housing providers, including permanent housing developers, who participated in the stakeholder meetings and/or who responded to a follow-up survey, recommended that the LA region prioritize permanent housing solutions, including rapid rehousing. The HHAP-6 Applicants captured permanent housing solutions in Key Actions 5, 9, 11, 16, 20, 21, 22, 23, 24, 32, 33, 36, 39, 42, 49, 51, 52, and 54. In addition, the HHAP-6 Applicants captured permanent housing services and services coordination in Key Action 63. In addition to permanent housing, housing service providers and developers also urged the region to invest in interim housing, which the HHAP-6 Applicants address in Key Actions 1, 2, 3, 4, 5, 6, 7, 8, 11, 12, 13, 14, 29, 30, 38, 43, 46, 52, 53, 55, 61, 68, 76, and 81.

years. The housing developer recently served as the Board chair, participating and leading some of the stakeholder engagement on HHAP-6 in Long Beach. They also host regularly the Board meetings. Both Pasadena and Long Beach have ex officio seats on their respective CoC Boards that are filled with housing experts from their Public Housing Authorities, as well as and Housing Departments who administer their respective Consolidated Plans and Housing Elements. In addition, for the regionwide community stakeholder public meeting on 7/22, over 300 homeless services and housing providers, including affordable housing developers, were among the more than 600 individuals who registered to attend. This represents only a fraction of the number who were invited to engage in the community stakeholder public meeting.

| | | |
|---|---|---|
| <p>Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region.</p> | <p>Over 40 different Medi-Cal Managed Care Plan (MCP) representatives were engaged and invited to the stakeholder engagement meetings where HHAP-6 was agendized. For the CoCs in the Los Angeles region, MCPs are regular attendees at CoC Board meetings where HHAP-6 plans were shared.</p> | <p>All HHAP-6 Applicants work closely with the local MCPs. While no MCP representatives chose to participate in the stakeholder engagement meetings, each of the HHAP-6 Applicants partner with them on a variety of issues related to housing and homelessness services and/or programs. In addition, many of the Key Actions listed include investments from the MCPs.</p> |
| <p>Street medicine providers, victim service providers, and other service providers directly assisting people within the region experiencing homelessness or at risk of homelessness.</p> | <p>All four CoC member organizations invited their members to the regional public meetings, many of whom are street medicine providers, victim services providers (VSPs), and other service providers directly assisting people experiencing homelessness or at risk of homelessness, including at CoC Board meetings where HHAP-6 was agendized and discussed.</p> | <p>The majority of these providers emphasized the need to prioritize rapid rehousing, which the HHAP-6 Applicants have addressed through Key Actions 5, 9, 11, 16, 20, 21, 22, 23, 24, 32, 33, 36, 39, 42, 49, 51, 52, and 54. They also recommended the need for greater regional coordination. In the HHAP-5 application, the Applicants committed to quarterly convenings to increase regional coordination and communication.</p> |

For VSP providers, representatives are on both the regionwide CES policy council and the CoC Board, so participated meaningfully when the region presented HHAP-6 plans for feedback in both of those public venues. All invitations that went out about additional public meetings went to the VSP organizations in the region. The street medicine providers that the County oversees and administers are part of County departments and/or have relationships with the County Department of Health Service's Housing for Health (HFH) and the Department of Public Health. The County uses a listserv of over 40,000 individuals, including County staff and Department leads responsible for street medicine in the region. The County sent an evite to officially invite all 40,000 to the public meetings, including those from HFH and the Department of Public Health staff who oversee street outreach and street medicine work. Those same departments and staff receive the County's weekly newsletter and attend other meetings where posts about public meetings to discuss HHAP-6 were announced. For the regionwide community stakeholder public meeting on 7/22, close to 40 providers that identify as a street medicine providers, victim service providers, or as another type of supportive service provider were among the more than 600 individuals who registered to attend. This represents only a fraction of the number invited to engage in the community stakeholder public meetings.

These convenings are ongoing and will continue for the foreseeable future.

| | | |
|--|---|--|
| <p>Federally recognized tribal governments pursuant to Section 4103 of Title 25 of</p> | <p>The LA region does not have any federally recognized tribal nation partners. However, the HHAP-6</p> | <p>No individual or group representing federally recognized tribal nations attended the HHAP-6 stakeholder</p> |
|--|---|--|

the United States Code that are within the region.

Applicants did invite and engage members of the Los Angeles City/County Native American Indian Commission to attend the July 22, 2025, stakeholder meeting.

engagement meetings. However, the LA region does engage with members of the Los Angeles City/County Native American Indian Commission through other stakeholder engagement efforts (outside of HHAP) throughout the year related to housing and homelessness.

Describe any other input from public meetings not captured above that was incorporated into the Plan.

Documentation of Stakeholder Engagement Narrative - Stakeholder Input

In addition to the above populations' priorities, other stakeholders urged more resources for youth, including support for youth mental health and substance use disorders and parenting and pregnant youth, all efforts that are incorporated into many of the region's HHAP-6 Key Actions.

Optional Upload: Stakeholder Engagement

7.8.25 Long Beach CoC Board Agenda.pdf

7.8.25 Long Beach CoC Board Invite.pdf

7.9.25 LA CoC Board Agenda.pdf

7.22.25 Meeting Invites.pdf

7.23.25 CES Policy Council Agenda.pdf

7.25.25 LAHSA Commission Agenda.pdf

By checking this box, I certify that all participating Eligible Applicants met the public meeting process requirements in statute (HSC Section 50240(d) and (e)) and in the [HHAP 6 NOFA](#) in developing the Regionally Coordinated Homelessness Action Plan, documented in Section 2 of this regional application.

I certify under penalty of perjury that all of the information in Section 2, above, is true and accurate to the best of my knowledge.

Open

Section 3. Regionally Coordinated Homelessness Action Plan

Section 3. Regionally Coordinated Homelessness Action Plan

Applicants must submit a Regionally Coordinated Homelessness Action Plan (Plan) that fully complies with HSC section 50240(c). This Plan shall lay out a strategic approach to address homelessness within the region, emphasizing collaborative efforts among participating applicants.

In developing the HHAP 6 Regionally Coordinated Homelessness Action Plans, regions should build upon their approved HHAP 5 Regionally Coordinated Homelessness Action Plans. This means regions should leverage and update information from their approved HHAP 5 Regionally Coordinated Homelessness Action Plan in corresponding sections of the proposed HHAP 6 Regionally Coordinated Homelessness Action Plan.

Regional Roles, Responsibilities, and Housing and Homelessness Service Policies

3.a. Regional Partners' Roles and Responsibilities

3.a.1. Outreach and Site Coordination

| Eligible Applicant | Describe roles and responsibilities in outreach to individuals experiencing, or at risk of experiencing, homelessness in the region, and in coordination on citing of services, shelters, and interim and permanent housing in the region |
|---------------------|--|
| City of Los Angeles | <p>On September 14, 2021, the LA City Council adopted the Outreach Engagement Framework, which instructed the City of LA to develop a strategy on how its existing and new outreach efforts will coordinate to ensure that a person experiencing homelessness can secure and maintain a permanent housing placement. Outreach operations are led by the Los Angeles Homeless Services Authority (LAHSA) with contracted teams (CARE/CARE+, C3, Operation Healthy Streets) and council district-specific providers. The City of LA collaborates with LA County to integrate behavioral health and substance use navigation into outreach. Individual council districts also contract directly with homeless outreach service providers to address the unique outreach needs of their respective council districts. The City of LA will continue to collaborate with LA County to ensure that people experiencing homelessness are connected with the substance use treatment and mental health services needed to maintain permanent housing. A Memorandum of Understanding (MOU) between LA County and City of LA was executed on May 2, 2024. The MOU establishes a framework for funding and expanding housing, outreach, and supportive services for persons experiencing homelessness, as well as for facilitating data-sharing and other forms of collaboration.</p> <p>The Outreach Engagement Framework is structured around three key types of engagement: emergency outreach, service focused outreach, and sanitation outreach. Emergency outreach is focused on an immediate threat to the health and safety of persons experiencing homelessness, due to a natural disaster or a personal mental health crisis. Service-focused outreach is the work needed to help people</p> |

obtain services that will remove barriers and lead to permanent housing. Finally, sanitation outreach concerns engagements needed during the City of LA Bureau of Sanitation's CARE+ Comprehensive Clean-up or Spot Clean-up operations, to ensure the health and safety of people living in encampments identified as in need of sanitation services.

Glendale CoC

The City of Glendale CoC is part of Service Planning Area (SPA) 2 "San Fernando Valley" of eight (8) SPAs that comprise LA County. In this configuration, the City of Glendale CoC shares territorial borders with SPA 3 to the east and SPA 4 to the south. The population of Glendale represents 2% of the population of LA County. The City of Glendale CoC is responsible for oversight of three robust outreach teams that cover 100% of the CoC's geographic area, with the primary goal of engaging all unsheltered people experiencing homelessness and those fleeing domestic violence/intimate partner violence and related crimes in the community. Outreach efforts in the City of Glendale CoC aim to provide immediate assistance and link individuals to appropriate resources such as shelters, health care, mental health services, and housing assistance. Although the CoC's outreach teams cover the entire geographic area, they focus heavily on areas with higher concentrations of homelessness where unsheltered individuals are more likely to be found. The CoC uses Geographic Information Systems (GIS) mapping each time outreach teams conduct intakes and reviews the data quarterly to increase outreach efforts in specific areas. The CoC and its local partners meet regularly to tailor outreach and engagement, which involves partnerships with health care agencies, people with lived expertise, law enforcement, and County Department of Mental Health (DMH) licensed clinicians to reduce chronic homelessness. In addition, the City of Glendale is part of the San Fernando Valley Councils of Government (COG). The San Fernando Valley COG meets monthly with our local partners, which includes members from LA County. The City of Glendale CoC also works directly with LA County on the Measure H/A distribution of funds to the City of Glendale CoC.

Long Beach CoC

The City of Long Beach CoC (Long Beach CoC & City of Long Beach) is located in Service Planning Area (SPA) 8 of LA County and shares territorial borders with SPA 7 (East LA) and SPA 6 (South LA). The City of Long Beach CoC covers the entire geographic area of the City of Long Beach, including overlapping governmental land within the limits of the City of Long Beach. The City of Long Beach CoC primarily serves single adult households for the City of Long Beach, while collaborating with LAHSA, LA County, and CES SPA-lead partners to coordinate and deliver services to youth and families experiencing homelessness and/or at imminent risk of homelessness in the City of Long Beach. The City of Long Beach operates multiple outreach teams that coordinate with City departments such as police, parks, and public works to conduct outreach within the CoC. The City of Long Beach also coordinates with other public/government entities (LAHSA, LA Metro, LA County Public Works, LA County DMH, LA County Department of Health Services (DHS), and LA County Sheriff) outside of the City of Long Beach to ensure that outreach is well-

coordinated in and across multi-jurisdictional geographies and that people are being linked with County wide programs. Outreach is conducted via a wide range of approaches, including standard field-based teams, library outreach, operation of two mobile access centers, mental health and substance use disorder (SUD) outreach, police department quality of life officers, and the City of Long Beach's multi-disciplinary alternative response team focused on responses for people experiencing homelessness.

The City of Long Beach CoC, in partnership with the City of Long Beach and regional partners, plays a central role in coordinating the siting of homeless services, interim housing, and permanent supportive housing (PSH) throughout the Long Beach region. The City leads coordination efforts internally through dedicated interdepartmental workgroups, including the Affordable Housing Work Group and the Homeless Land and Property Team, which are responsible for identifying and assessing potential properties suitable for shelter, PSH, and other homeless-related services. These teams work collaboratively with the City's Economic Development Department and Real Estate Division, City Manager's Office, Community Development Department, Public Works, Public Affairs, and Homeless Services Bureau to evaluate and acquire publicly or privately owned land. The City also manages zoning and permitting processes, ensuring alignment with municipal codes and community planning objectives. Both teams have a strong focus on projects that provide services, shelter, and permanent housing. Both groups meet monthly to identify potential new projects and opportunities as well as projects that are in construction/development. The City has developed an interdepartmental process to expedite planning and development, as well as to support community engagement as new projects are starting.

City of Long Beach

The City of Long Beach CoC (Long Beach CoC & City of Long Beach) is located in Service Planning Area (SPA) 8 of LA County and shares territorial borders with SPA 7 (East LA) and SPA 6 (South LA). The City of Long Beach CoC covers the entire geographic area of the City of Long Beach, including overlapping governmental land within the limits of the City of Long Beach. The City of Long Beach CoC primarily serves single adult households for the City of Long Beach, while collaborating with LAHSA, LA County, and CES SPA-lead partners to coordinate and deliver services to youth and families experiencing homelessness and/or at imminent risk of homelessness in the City of Long Beach. The City of Long Beach operates multiple outreach teams that coordinate with City departments such as police, parks, and public works to conduct outreach within the CoC. The City of Long Beach also coordinates with other public/government entities (LAHSA, LA Metro, LA County Public Works, LA County DMH, LA County Department of Health Services (DHS), and LA County Sheriff) outside of the City of Long Beach to ensure that outreach is well-coordinated in and across multi-jurisdictional geographies and that people are being linked with County wide programs. Outreach is conducted via a wide range of approaches, including standard field-based teams, library outreach, operation of two mobile access

centers, mental health and substance use disorder (SUD) outreach, police department quality of life officers, and the City of Long Beach's multi-disciplinary alternative response team focused on responses for people experiencing homelessness.

The City of Long Beach CoC, in partnership with the City of Long Beach and regional partners, plays a central role in coordinating the siting of homeless services, interim housing, and permanent supportive housing (PSH) throughout the Long Beach region. The City leads coordination efforts internally through dedicated interdepartmental workgroups, including the Affordable Housing Work Group and the Homeless Land and Property Team, which are responsible for identifying and assessing potential properties suitable for shelter, PSH, and other homeless-related services. These teams work collaboratively with the City's Economic Development Department and Real Estate Division, City Manager's Office, Community Development Department, Public Works, Public Affairs, and Homeless Services Bureau to evaluate and acquire publicly or privately owned land. The City also manages zoning and permitting processes, ensuring alignment with municipal codes and community planning objectives. Both teams have a strong focus on projects that provide services, shelter, and permanent housing. Both groups meet monthly to identify potential new projects and opportunities as well as projects that are in construction/development. The City has developed an interdepartmental process to expedite planning and development, as well as to support community engagement as new projects are starting.

Los Angeles City & County CoC

The Los Angeles Homeless Services Authority (LAHSA) plays a pivotal role in formulating and overseeing the Coordinated Outreach Strategy for the LA Region. LAHSA works closely with its partners at LA County (LA County Department of Health Services or DHS and LA County Department of Mental Health or DMH), as well as the City of LA, the City of Glendale CoC, City of Pasadena CoC, and the City of Long Beach and its City of Long Beach CoC, as well as smaller City-funded or small nonprofit-led outreach teams to ensure a comprehensive Coordinated Outreach Strategy that can respond to the needs of people experiencing street-based homelessness wherever they find themselves throughout LA County. To coordinate across the large geography of LA County, the region is managed in eight SPAs that cut across city/county/CoC boundaries and organize sub-regions of LA County according to geographic relevance. Coordinators at LAHSA actively support each SPA's Outreach Coordination activities. The coordinators lead critical SPA coordination activities, such as care coordination and case conferencing.

The strategic framework, designed to leverage diverse expertise and ensure comprehensive geographic coverage throughout all of LA County, including all six HHAP-6 Applicants, is underpinned by three fundamental approaches aimed at optimizing the efficacy of outreach resources:

1. Deployment of Distinct Outreach Modalities and Roles: LAHSA actively collaborates with all regional partners to coordinate and deploy outreach teams, both under its direct supervision and with LAHSA Coordinators. The multi-faceted deployment involves aligning regional strategies with the overarching system vision, which is to respond to street-based homelessness, including resolution, by focusing each system component on a targeted number of key activities and behaviors to achieve system throughput from interim to permanent housing. Currently, local outreach teams coordinate across the region to ensure seamless integration and collaboration in addressing homelessness within specific communities. Outreach coordination crosses city, county, and CoC lines, and outreach teams are deployed to regions as needed. Additionally, Outreach Coordination works with teams from each CoC, as well as the City of LA and LA County. LAHSA will continue to work toward enhancing collaboration and coordination with its partner CoCs to ensure a cohesive and effective approach to outreach efforts across the entire region.

2. Outreach Coordination: LAHSA's Coordinators maintain a comprehensive inventory of outreach teams (funded by a variety of diverse partners), manage the By-Name List (BNL) for encampment resolutions for the City of LA's Inside Safe program and LA County's Pathway Home program, and coordinate with City of LA and LA County partners for resolution activities. They also collaborate with regional outreach providers to engage in strategic vision setting. These activities help Coordinators inform and recommend changes to outreach zones in each SPA. Each SPA is divided into hubs to better ensure local coordination. The hubs meet on a weekly or bi-weekly cadence to discuss encampment transitions (movement or growth), to hear priorities of local officials, and to coordinate care for individual participants. Monthly, LAHSA, LA County DHS, and LA County DMH provide coordinated training and information sessions for all outreach teams across the county. The goal of the sessions is to ensure that all teams have access to the same information about cross-system referrals and reviews of best practices and new resources. There are also quarterly meetings of the leadership of the key funders for outreach, mainly LA County DHS, LAHSA, LA County DMH, LA County and City of LA. LAHSA has now also begun a quarterly convening that will be open to city officials from across the county to share their concerns and hotspots and to plan for encampment resolution efforts.

3. Active Management of the Outreach System: LAHSA's Coordinators play a pivotal role in strategizing outreach responses during emergency events, such as public health outbreaks, inclement weather, and natural disasters. Additionally, they provide training and support for regional providers, ensuring adherence to best practices for Outreach Coordination. The annual Outreach bootcamp serves as a platform for knowledge exchange and skill enhancement for all regional outreach teams.

The region's collaborative and comprehensive approach underscore

the region's commitment to effectively addressing homelessness and creating a more equitable and sustainable system.

Los Angeles County

The LA County Board of Supervisors (Board) allocates a significant amount of County, state, and federal funding for homeless and housing services to County departments, LAHSA, the Cities of Glendale CoC, Long Beach CoC, Pasadena CoC, and other cities throughout the LA Region. LA County, along with LAHSA, provides oversight of the Coordinated Outreach System, which includes LA County DHS Multi-Disciplinary Teams (MDTs), LA County DMH Homeless Outreach Mobile Engagement (HOME) Teams, and LAHSA's Homeless Engagement Teams (HET). Together, they collaboratively oversee the Coordinated Outreach System. LAHSA directly staffs the system, or Macro Outreach Coordinators who provide guidance to the regional Outreach Coordinators who are employed at service provider agencies across the entire county. LA County funds both coordination and outreach activities at LAHSA and LA County DHS with local Measure H/A funds. Most outreach services are contracted through local homeless service providers. LA County funds outreach services for all six HHAP-6 Applicants through the various outreach teams. Two of the CoCs, Glendale and Long Beach, receive direct funding from LA County for outreach services, including homelessness support services and navigation services. The City of Pasadena CoC does not receive direct County funding for outreach services, but it is covered by LAHSA and LA County DHS outreach teams. In addition, LA County funds and administers the Emergency Centralized Response Center (ECRC). The ECRC provides a centralized response call center made up of staff from LAHSA, DMH, the LA County Department of Public Health (DPH) and others that coordinate the operations of outreach teams and other efforts dedicated to helping unsheltered individuals across the county and is designed for elected officials, jurisdictions, governmental agencies, and outreach teams.

On May 14, 2025, the LA County Pathway Home program conducted one of its most notable operations in partnership with the City of LA and its Inside Safe program, transitioning 69 people experiencing homelessness around MacArthur Park into interim housing with supportive services, supporting them in taking the critical steps toward permanent housing. This successful operation was made possible through coordinated outreach and engagement led by LA County departments, City of LA agencies, and community-based service providers. LA County and City of LA-funded outreach teams were responsible for building trust, assessing needs, and connecting individuals to housing and health services, while LA County and City of LA agencies collaborated to identify appropriate shelter and housing sites and ensure the delivery of onsite care.

As the 51st encampment resolution since Pathway Home launched in August 2023, this effort builds on a regional strategy consisting of coordinated outreach, partnerships with local jurisdictions to site interim housing, and collaboration with service providers to support pathways to permanent housing. Pathway Home has moved over

1,460 people indoors and permanently housed more than 265 residents, while also removing over 800 RVs from public streets. LA County's ECRC coordinates planning and logistics, while County departments such as DMH, DHS, and DPH provide integrated care in interim housing sites. City of LA departments contribute to street outreach, public safety, and site operations, and community-based partners like PATH, Homeless Healthcare LA, and Street Medicine teams from USC and UCLA deliver direct engagement and clinical support.

Regional coordination also extends to identifying, securing, and staffing appropriate locations for shelters, interim housing, and permanent housing. These operations rely on joint planning between LA County, CoCs and local jurisdictions to align land use, zoning, public health, and housing resources with community needs.

Pasadena CoC

The City of Pasadena CoC's street outreach teams conduct outreach throughout the CoC's entire geographic area and target known hotspots such as parks, churches, train stations, the emergency room, and encampments to quickly identify and engage all people experiencing unsheltered homelessness to connect them to services and housing resources. Street outreach teams canvas the City of Pasadena CoC regularly looking for signs of encampments or unsheltered people experiencing homelessness and approach everyone they encounter. Street outreach workers are racially and ethnically diverse with lived experience of homelessness and emphasize non-coercive engagement techniques. Outreach is conducted more frequently in hidden areas (e.g., freeway embankments) to ensure that all people are identified and engaged. Street outreach teams work closely with churches, health care, and nonprofit providers and are integrated with LA-HOP, a publicly available online portal that allows community members to make outreach requests. Street outreach teams meet monthly to share resources, coordinate outreach activities, and case conference.

The Pasadena Public Health Department's Pasadena Outreach Response Team (PORT), a multi-disciplinary team with a firefighter, social worker, and nurse, is integrated with the City of Pasadena Police Department dispatch center and responds to non-emergency calls for service involving people experiencing homelessness, providing a service-based response in lieu of an armed law enforcement response. Additionally, PORT conducts the street outreach components of the CoC's two Encampment Resolution Fund projects. The Pasadena Police Department's Homeless Outreach Psychiatric Evaluation (HOPE) Team pairs law enforcement officers with LA County DMH clinicians to provide outreach, mental health services, and connections to housing and shelter resources. Additionally, the City of Pasadena funds Union Station Homeless Services to provide two street outreach liaisons who support the HOPE Team to facilitate faster connections to shelter and housing resources. The CoC also funds Friends In Deed's street outreach team, which includes substance use specialists. LA County funds several additional outreach teams that operate throughout the San

Gabriel Valley, including in Pasadena, including a youth-focused team and a multi-disciplinary team.

3.a.2. Siting and Use of Available Land

| Eligible Applicant | Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region |
|---------------------|--|
| City of Los Angeles | <p>On May 3, 2016, the City of LA's Mayor and City Council approved the Asset Evaluation Framework (AEF) to identify and assess City-owned property that may be suitable for housing, economic or municipal redevelopment. In July 2016, the Mayor and Council expanded the AEF to include a Property Review and Evaluation Process (PREP) for sites considered for permanent affordable and supportive housing. The City Administrative Officer (CAO) has revised the AEF and PREPs informally since 2016 based on lessons learned from the property review process. The review process for interim and permanent housing has also expanded to include other publicly- and privately-owned sites. Since 2016, the CAO, in partnership with City departments, has assessed more than 822 publicly owned sites and 225 privately-owned sites. Many of these sites are currently being used for interim housing, homeless facilities, and the City of LA Housing Department (LAHD) is working with developers on the redevelopment of almost 40 sites.</p> <p>The AEF process for evaluating sites begins with a formal request via a City Council motion. For the evaluation process, all the information available on the property is gathered from the pertinent City departments. This includes a legal description, planning/zoning analysis, environmental information, title report, current use, etc. The due diligence reports and site information are assessed to determine allowable uses and restrictions. If the site is deemed feasible for the proposed use, a report recommending the potential future use of the property is submitted to the oversight commission with site control, if applicable, and to the Council and Mayor for consideration.</p> |
| Glendale CoC | <p>The City of Glendale CoC works with various City of Glendale departments, which include Planning, Community Development and the Housing Authority, to complete the identification, location, and siting of programs and services for persons experiencing homelessness. The City of Glendale also operates its own Public Housing Authority, which is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. The City of Glendale CoC also administers several permanent supportive housing (PSH) Programs and Rental Assistance Programs with funding from HUD under the CoC Program. The seamless integration of housing and homeless services reflects Glendale's commitment to delivering permanent housing solutions and ending homelessness in our community. Additionally, this alignment supports and accelerates the City's initiatives to expand housing access and homeless support services. These include Glendale's inclusionary zoning policies,</p> |

interim housing programs, the Burbank-Glendale-Pasadena Regional Housing Trust, and the efforts of the Glendale Housing Authority.

Long Beach CoC

The City of Long Beach coordinates several interdepartmental bodies focused on identifying and streamlining the development of interim and permanent housing on available land. The Affordable Housing Workgroup, comprised of executive leadership from the City Manager's Office, Community Development (Planning, Housing and Neighborhood Services, Building and Safety), Long Beach Housing Authority, Long Beach Homeless Services, and Real Estate Team, ensures streamlined coordination of affordable housing funding such as housing choice vouchers, state and federal grants are utilized efficiently, and coordinated entry quickly places and stabilizes people in place. This Workgroup also coordinates and troubleshoots individual affordable housing projects, ensuring the City of Long Beach moves these projects forward, and supports zoning and policy reforms to accelerate affordable housing development. This Workgroup has served a critical role in identifying land and implementing homelessness-related interim housing and supportive services projects, such as the utilization of State Homekey Program grants to identify, acquire, and convert two motels into 177 units of interim housing. The City of Long Beach also convenes a Homeless Services Capital Projects Workgroup, coordinating between the Homeless Services Bureau (Long Beach CoC), Public Works, and Real Estate to identify City-owned property and facilities for conversion into service sites.

In January of 2023, the City of Long Beach issued an Emergency Proclamation to Address Homelessness. Through this proclamation, the City of Long Beach committed to a number of immediate and long-range plans to rapidly deploy additional resources, while finding long-term solutions to address the causes of homelessness within Long Beach. As part of the emergency efforts, the City of Long Beach sought to implement programming at underutilized and surplus property to site programs. Through these efforts, the City of Long Beach was able to convert City-owned facilities into Safe Parking locations, a Recreational Vehicle (RV) sanitation center, and a temporary inclement weather shelter for people experiencing homelessness. The Real Estate Team within the Long Beach Economic Development Department actively works with the Long Beach CoC to identify privately owned land to acquire for use in homelessness response. In 2023, the City of Long Beach partnered with LA County to purchase a 26,000 square foot warehouse to convert and operate as an 85-bed congregate shelter. The Real Estate Team identified the site and brokered the sale, with funding supporting the acquisition and development provided by LA County. The site is currently operational, providing shelter and supportive services for 85 adults experiencing homelessness, with services funded by LAHSA. The City of Long Beach is proud of the interdepartmental and regional collaboration that has enabled this project to succeed.

The City of Long Beach also operates its own Public Housing

Authority providing different housing choice voucher programs that administer tenant-based rent subsidies to private scattered site property owners, as well as project-based vouchers for affordable housing developments. In addition to providing rental assistance and financial assistance to persons experiencing homelessness, the Long Beach Housing Authority is partnering with the LA County Development Authority (LACDA) to provide project-based rental assistance in two County-owned and operated Project Homekey sites that are located within the City of Long Beach, as well as vouchers to four additional projects that have opened in the last two years, and two other projects that are currently in development.

As articulated, the City of Long Beach has a demonstrated track record of interdepartmental and regional coordination to ensure the direct development of interim and permanent housing, as well as an investment in streamlining policies to ensure non-City service providers and affordable housing developers are able to expand capacity as much as possible.

City of Long Beach

The City of Long Beach coordinates several interdepartmental bodies focused on identifying and streamlining the development of interim and permanent housing on available land. The Affordable Housing Workgroup, comprised of executive leadership from the City Manager's Office, Community Development (Planning, Housing and Neighborhood Services, Building and Safety), Long Beach Housing Authority, Long Beach Homeless Services, and Real Estate Team, ensures streamlined coordination of affordable housing funding such as housing choice vouchers, state and federal grants are utilized efficiently, and coordinated entry quickly places and stabilizes people in place. This Workgroup also coordinates and troubleshoots individual affordable housing projects, ensuring the City of Long Beach moves these projects forward, and supports zoning and policy reforms to accelerate affordable housing development. This Workgroup has served a critical role in identifying land and implementing homelessness-related interim housing and supportive services projects, such as the utilization of State Homekey Program grants to identify, acquire, and convert two motels into 177 units of interim housing. The City of Long Beach also convenes a Homeless Services Capital Projects Workgroup, coordinating between the Homeless Services Bureau (Long Beach CoC), Public Works, and Real Estate to identify City-owned property and facilities for conversion into service sites.

In January of 2023, the City of Long Beach issued an Emergency Proclamation to Address Homelessness. Through this proclamation, the City of Long Beach committed to a number of immediate and long-range plans to rapidly deploy additional resources, while finding long-term solutions to address the causes of homelessness within Long Beach. As part of the emergency efforts, the City of Long Beach sought to implement programming at underutilized and surplus property to site programs. Through these efforts, the City of Long Beach was able to convert City-owned facilities into Safe Parking locations, a Recreational Vehicle (RV) sanitation center, and a

temporary inclement weather shelter for people experiencing homelessness. The Real Estate Team within the Long Beach Economic Development Department actively works with the Long Beach CoC to identify privately owned land to acquire for use in homelessness response. In 2023, the City of Long Beach partnered with LA County to purchase a 26,000 square foot warehouse to convert and operate as an 85-bed congregate shelter. The Real Estate Team identified the site and brokered the sale, with funding supporting the acquisition and development provided by LA County. The site is currently operational, providing shelter and supportive services for 85 adults experiencing homelessness, with services funded by LAHSA. The City of Long Beach is proud of the interdepartmental and regional collaboration that has enabled this project to succeed.

The City of Long Beach also operates its own Public Housing Authority providing different housing choice voucher programs that administer tenant-based rent subsidies to private scattered site property owners, as well as project-based vouchers for affordable housing developments. In addition to providing rental assistance and financial assistance to persons experiencing homelessness, the Long Beach Housing Authority is partnering with the LA County Development Authority (LACDA) to provide project-based rental assistance in two County-owned and operated Project Homekey sites that are located within the City of Long Beach, as well as vouchers to four additional projects that have opened in the last two years, and two other projects that are currently in development.

As articulated, the City of Long Beach has a demonstrated track record of interdepartmental and regional coordination to ensure the direct development of interim and permanent housing, as well as an investment in streamlining policies to ensure non-City service providers and affordable housing developers are able to expand capacity as much as possible.

Los Angeles City & County CoC

LAHSA does not play a direct role in land use development, however, both the City of LA and LA County (though primarily the City of LA) have utilized the programmatic expertise available at LAHSA to explore the best uses of land as they are considering developing shelters or other programs. In this capacity, LAHSA has provided feedback on the siting of shelters, the population to be served in specific projects, and even the architectural design of the projects to ensure appropriate consideration is given to the space needs of the participants and the service provider.

Los Angeles County

LA County's Chief Executive Office (CEO) assesses County-owned land on an ongoing basis to determine its feasibility for use as homeless housing. In addition, LA County has continued to implement its Land Banking pilot, which will acquire five properties in areas at risk of gentrification and displacement and set them aside for development of affordable housing. Through the pilot, LA County has evaluated over 173 sites countywide for potential development. LA County's permitting departments, including the Departments of Public

Works, Regional Planning (DRP), Public Health, and Fire, collaborate to expedite and streamline the production of affordable housing, including homeless housing. LA County has jurisdiction over properties located in the unincorporated areas of the county and over LA County-owned or leased properties within incorporated areas. As a part of LA County's Declaration of State of Emergency on Homelessness, LA County is easing rules and regulations that slow or prevent the construction of interim or permanent housing, expediting the process for acquiring properties and executing and amending leases, and continues to implement a concierge system to support affordable housing developers seeking to complete projects within LA County's jurisdiction.

LA County has also implemented several ordinances related to homeless housing, including an Interim and Supportive Housing Ordinance, which is meant to encourage the development of housing that is critical to ending homelessness, and an Inclusionary Housing Ordinance, which requires new residential projects to set aside units for affordable housing.

Pasadena CoC

The City of Pasadena Department of Housing's Affordable Housing Development Division and Supportive Housing Division (the City of Pasadena's CoC) work closely together to identify potential land that could be utilized for homeless services, such as shelter or PSH, as well as a broader focus on increasing affordable housing within the City of Pasadena. The Department's Rental Assistance Division (Housing Authority) is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. Further identification and location of property for use as homeless programming is conducted by the City's real estate team, which is housed within the Economic Development Division of the City of Pasadena Manager's Office. In the past five years, Pasadena has successfully sited and developed two PSH buildings and a winter shelter, with a third affordable housing/PSH site in the pre-development stages. All sites are within the boundaries of the City of Pasadena CoC/City of Pasadena, and two are on City of Pasadena property. In 2023, the City of Pasadena amended its zoning code to allow for safe parking programs on up to 74 sites occupied by transit stations, colleges, and religious facilities in non-residential zones. One church is hosting a safe parking program, and a second church is in the process of applying for a minor conditional use permit. The zoning code amendment also expanded the areas of Pasadena zoned for emergency shelters, low-barrier navigation centers, and limited emergency shelters.

3.a.3. Development of Shelter, Interim and Permanent Housing Options

Eligible Applicant

Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing

The development of interim and permanent housing in the City of LA uses a whole of government approach; the various elements of development are the responsibility of multiple departments and agencies within the City of LA. The main focus is to streamline our permitting process, in particular to permit PSH and affordable housing to attract developers. The increased development will increase the supply of PSH and affordable housing in the City of LA. The Office of the City Administrative Officer (CAO) has developed an online application called the Real Estate Access for Community Housing (R.E.A.C.H.) survey. R.E.A.C.H., built in ArcGIS, collects geospatial information and integrates well with other mapping and reporting programs that will be able to collect the necessary information to initiate site assessments. Property owners will answer the survey questions to collect basic contact information, property conditions, and conveyance options. The survey will not replace the detailed, staff-level analysis that is done to determine feasibility but will be an important tool to collect information that will later inform the screening, analysis, and prioritization of the properties submitted. Depending on the survey responses and screening criteria, properties may be qualified for further, more comprehensive analysis from CAO staff to assess the feasibility of interim or permanent housing, or homeless facilities use at the site. Different analyses are conducted depending on the potential use of the property as these uses have different design standards, optimal built conditions and financing options. The feasibility analysis is supported by the Bureau of Engineering, Department of City Planning, General Services Department, LA Housing Department (LAHD), and other City departments as outlined in the Asset Evaluation Framework (mentioned in section 3.a.2.). After analyzing the properties, the CAO will produce a property profile report that summarizes the analysis of the site and development potential or challenges that have been identified.

1. The financing of interim housing is coordinated through the CAO with funds from local, state, and federal sources. The financing of permanent housing is coordinated through LAHD with local, state, and federal sources. In addition to LAHD, the Housing Authority of the City of LA (HACLA), a HUD Local Public Housing Agency (PHA), provides Project-Based Vouchers (PBV) and various portable tenant-based vouchers to help fund the development of permanent housing.

2. The entitling and permitting of interim and permanent housing for the homeless is the responsibility of the Department of City Planning (DCP) and Department of Building and Safety (DBS). Both departments have specialized units dedicated to assisting developers of interim and permanent housing navigate local and state requirements throughout the development process to ensure that their architectural and engineering plans comply with the law, building code, and livable and safe design standards.

3. The CAO reviews sites that may be feasible for Interim Housing and Homeless Facilities. The CAO may review City-owned and other publicly- or privately-owned sites to lease, master lease, or acquire.

The CAO works closely with the Bureau of Engineering (BOE) and the appropriate City of LA Departments to assess sites and determine costs for the intended use. The Bureau of Engineering (BOE) within the Department of Public Works (DPW) has a specialized unit that manages the design and construction of interim housing funded by the City of LA.

4. During construction, DBS is the principal department responsible for conducting inspections when called for to ensure that the building complies with the approved plans.

5. Additional departments listed below play a role in the permitting and inspection of interim and permanent housing for the homeless to ensure that it is safe, accessible, and livable:

a. DWP is a municipal utility company responsible for ensuring development projects have water and power infrastructure to service the residents.

b. LA Fire Department (LAFD) has a specialized unit that plans checks and inspects interim and permanent housing to ensure that developments comply with the fire code and can be safely occupied.

c. LAHD's Accessible Housing Program (AcHP) is a unit of engineering plan checkers and inspectors that ensure developments are accessible to people with disabilities and comply with fair housing laws.

d. Multiple bureaus within DPW ensure that construction in the public right of way and private property designed to improve the environmental impact and accessibility of the development are permitted and inspected.

6. During the entirety of the interim and permanent housing development process, the City of LA's Mayor's Office and CAO have staff that help coordinate intradepartmental responsibilities.

Glendale CoC

As part of the HOME-ARP Allocation Plan, the City of Glendale recently embarked on a collaborative effort to address the pressing issue of affordable housing and related services within the community. Through the HOME-ARP process, several critical needs emerged, including the demand for more affordable housing options. The City of Glendale made significant policy changes to facilitate more affordable housing in the jurisdiction. The City of Glendale adopted a citywide Inclusionary Zoning Ordinance, which mandates the inclusion of affordable housing units in new development. The policy is aligned with the City of Glendale's Housing Element Housing Plan, which includes key priorities such as promoting zoning flexibility to encourage a wide range of housing production and promoting the development of housing for special needs groups (i.e., individuals with disabilities, the elderly, large families, single-parent households, people experiencing or formerly homeless). City of Glendale policy encourages developers to provide affordable housing units by offering density bonuses and other financial incentives. The passage of SB 1177 authorized the creation of the Burbank, Glendale, Pasadena Regional Housing Trust (BGPRHT), which was granted the authority to fund planning and construction of affordable housing projects in the

region, further bolstering Glendale's commitment to affordable housing solutions. A groundbreaking ceremony took place on June 30, 2023, when the City of Glendale, in partnership with Linc Housing and National CORE, initiated the construction of 340 affordable apartments designed to accommodate families and seniors, including those who are homeless or at risk of homelessness. The development represents one of the largest new affordable housing projects in California, which included funding from a variety of sources such as Local Measure S and HOME-ARP funds. This affordable housing project will be completed by the end of July 2025. The City of Glendale is open to additional partnership opportunities with LA County to increase interim and permanent supportive housing programs. Currently, the City of Glendale is utilizing State funds to develop interim housing programs, however, there is a need for more ongoing streams of funding and partnerships to support this initiative. Glendale has also increased the number of rapid rehousing (RRH) beds to quickly transition the unhoused while working with families and individuals to gain access to permanent housing, such as Section 8 housing vouchers and Emergency Housing Vouchers and PSH Programs awarded through HUD funding. The City of Glendale has also acquired Parkview Apartments, a former 112-bed senior assisted living that is being converted to a 68-unit rental complex to support extremely low, very low and low-income families and seniors. As homelessness continues to impact communities across the region, the City of Glendale has taken a significant step to enhance its response by integrating its Homeless Services team into its Community Development Department's Housing Division.

Long Beach CoC

The City of Long Beach CoC is committed to developing both shelter and PSH options throughout the geographic region. The City of Long Beach CoC collaborates with County partners to acquire, fund, and develop congregate shelters, as well as collaborates with State partners to develop non-congregate shelter. The City of Long Beach CoC leverages partnerships with the Housing Authority of the City of Long Beach (HACLB), City of Long Beach Community Development Department, LA County DHS, LA County Development Authority (LACDA), and local housing developers and non-profit service providers to site, develop, subsidize, and operate PSH to individuals within the City of Long Beach CoC. Through the CoC's annual competition, the City of Long Beach CoC has committed to fund operating, leasing, rental assistance, and supportive services costs for permanent housing resources within City limits. Through HUD's 2022 Special Unsheltered NOFO and Long Beach Recovery Act (LBRA), Long Beach CoC was able to partner with LA County DHS to create 500 slots of intensive case management services (ICMS) within Long Beach (360 funded through LBRA resources (ESG-CV and HOME-ARP and the Unsheltered NOFO), along with 140 provided in-kind by LA. County DHS. Long Beach CoC provides matches to these ICMS slots, which have been managed by non-profit service providers (including PATH, Mental Health America, Illumination Foundation, Interval House, Family Promise of the South Bay, Lutheran Social Services). Through this partnership, the Long Beach CoC was able to successfully utilize all 582 Emergency

Housing Vouchers and all 79 Housing Stability Vouchers allocated to the Housing Authority of the City of Long Beach (HACLB).

Examples of successful collaboration and coordination with our regional, jurisdictional partners on the development of interim housing include partnerships with LA County and LAHSA to site, acquire, and develop property for use as congregate shelter and to further partner on the implementation and coordination of programs and services. The City of Long Beach's Atlantic Bridge Community (ABC) shelter located in North Long Beach, was a project conceived by the City of Long Beach, with the City proposing to create the project through a competitive solicitation funded by the County (funded with Measure H/A funds), and administered by LAHSA. The City of Long Beach successfully requested and received capital funding through a 2017 Capital Request For Proposals. The City of Long Beach's proposal was selected, received capital funding for acquisition and development. The City of Long Beach worked expeditiously to complete the project, which has been up and running, providing 125 beds of Crisis and Bridge Housing since 2020. The site and program continue to be fully operational, which operates through partnership with LA County and LAHSA, with funds for the services and operations made available with county Measure H/A funds, administered via contract with LAHSA. Through similar efforts in 2023, the City of Long Beach and LA County were able to rapidly plan and coordinate for the identification, acquisition, and conversion of a warehouse, located at 702 W. Anaheim in the City of Long Beach, into a second congregate shelter, providing an additional 100+ beds of Crisis and Bridge Housing. In early 2023, the City of Long Beach and LA County released homelessness emergency declarations. Per the County's emergency declaration, LA County committed to identifying departmental liaisons who will work with City counterparts to enhance efforts with outreach teams to assess and connect unsheltered individuals experiencing homelessness to County departmental services they are eligible for with the goal of getting people into housing and to establishing teams who will work directly with interim housing providers to ensure that clients in interim housing are assessed and connected to County departmental services that they are eligible for, including providing services onsite as needed to ensure service connection. Due to this alignment of priorities, the City of Long Beach and LA County were able to successfully partner on this project, with LA County committed to providing up to half of the costs of acquisition and development. An agreement with LA County to provide funds, made available with Measure H/A dollars, was rapidly executed. The City of Long Beach real estate team successfully brokered the deal to acquire the site. The City of Long Beach then partnered with LAHSA to transfer program participants and program operations to the new location, with services beginning late April 2023.

In addition to these efforts, the City of Long Beach has been able to successfully partner with the State and LA County to acquire, develop, and implement Project Homekey sites. The City of Long Beach was able to successfully obtain Project Homekey funding from

the California Department of Housing and Community Development to acquire and develop three projects within the City of Long Beach. Of these, one project is fully operational, with a former Best Western currently operating as non-congregate interim housing, operated by the City of Long Beach and First to Serve, a non-profit partner. A second site is under construction, with plans to open as additional non-congregate interim housing in 2025, to be operated by First to Serve.

Beyond those Project Homekey projects, the City of Long Beach is also working to partner with LA County on the funding and operation of Project Homekey sites that are now converting from non-congregate shelter to permanent supportive housing. LA County owns two Homekey sites that will operate in the City of Long Beach, with the LA County Development Authority funding and managing the acquisition and development. Both sites (Crescent and Zephyr) will operate as permanent housing programs, with both sites developed by Linc Housing, a local non-profit affordable housing developer. Both projects are in final stages of development, with Long Beach CoC actively supporting lease-up, with matches to Crescent and Zephyr identified and matched by Long Beach Coordinated Entry (CE), with case management and supportive services provided by LA County DHS, and rental subsidy provided by the City of Long Beach Housing Authority who has committed to providing the rental subsidies by way of project-based vouchers for the two sites.

The City of Long Beach also has a Community Development Department, which serves as the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) administrator for the City of Long Beach. The City of Long Beach CoC partners with Community Development to coordinate the allocation, distribution, and programming of those funds, as well as supporting Community Development with coordination, development, completion, and submission of the Consolidated Plan, Housing Element, as well as partnering to support and fund the development of affordable housing including supportive housing projects.

The Long Beach CoC Board includes ex-officio seats for the Long Beach Community Development Department and HACLB. Additionally, the Long Beach CoC Board co-chair is represented by the housing developer Century Villages at Cabrillo/Century Affordable Developers, Inc. City of Long Beach and Long Beach CoC have long partnered with Century on the Century Villages at Cabrillo supportive housing facility. Century Villages at Cabrillo is a 27-acre supportive housing community, established in 1997, currently serving approximately 1,500 household members. The campus supports a large variety of supportive housing types, which includes PSH, as well as emergency and transitional housing programs. Housing programs and services are operated by multiple on-site service providers - PATH, U.S. VETS, 1736 Family Crisis Center, Harbor Interfaith, Catholic Charities, etc., with the City of Long Beach supporting Century programs, operations, and services via rental subsidies provided by HACLB and services funded by Long Beach CoC,

LAHSA, and Department of Veteran Affairs.

The City of Long Beach is currently partnering with the housing developer Century on a new PSH project in pre-development, the Uptown Acres. Uptown Acres will provide 200 units of PSH and general affordable units, with financing secured from LACDA (LA County's housing authority) and City of Long Beach Community Development department. More recently, the Long Beach CoC partnered with Century on the completion and submission of a CoC Builds application. If funded, an additional \$5M in capital funds would be made available by Long Beach CoC to close funding gaps for this critically needed project.

City of Long Beach

The City of Long Beach CoC is committed to developing both shelter and PSH options throughout the geographic region. The City of Long Beach CoC collaborates with County partners to acquire, fund, and develop congregate shelters, as well as collaborates with State partners to develop non-congregate shelter. The City of Long Beach CoC leverages partnerships with the Housing Authority of the City of Long Beach (HACLB), City of Long Beach Community Development Department, LA County DHS, LA County Development Authority (LACDA), and local housing developers and non-profit service providers to site, develop, subsidize, and operate PSH to individuals within the City of Long Beach CoC. Through the CoC's annual competition, the City of Long Beach CoC has committed to fund operating, leasing, rental assistance, and supportive services costs for permanent housing resources within City limits. Through HUD's 2022 Special Unsheltered NOFO and Long Beach Recovery Act (LBRA), Long Beach CoC was able to partner with LA County DHS to create 500 slots of intensive case management services (ICMS) within Long Beach (360 funded through LBRA resources (ESG-CV and HOME-ARP and the Unsheltered NOFO), along with 140 provided in-kind by LA. County DHS. Long Beach CoC provides matches to these ICMS slots, which have been managed by non-profit service providers (including PATH, Mental Health America, Illumination Foundation, Interval House, Family Promise of the South Bay, Lutheran Social Services). Through this partnership, the Long Beach CoC was able to successfully utilize all 582 Emergency Housing Vouchers and all 79 Housing Stability Vouchers allocated to the Housing Authority of the City of Long Beach (HACLB).

Examples of successful collaboration and coordination with our regional, jurisdictional partners on the development of interim housing include partnerships with LA County and LAHSA to site, acquire, and develop property for use as congregate shelter and to further partner on the implementation and coordination of programs and services. The City of Long Beach's Atlantic Bridge Community (ABC) shelter located in North Long Beach, was a project conceived by the City of Long Beach, with the City proposing to create the project through a competitive solicitation funded by the County (funded with Measure H/A funds), and administered by LAHSA. The City of Long Beach successfully requested and received capital funding through a 2017 Capital Request For Proposals. The City of Long Beach's proposal

was selected, received capital funding for acquisition and development. The City of Long Beach worked expeditiously to complete the project, which has been up and running, providing 125 beds of Crisis and Bridge Housing since 2020. The site and program continue to be fully operational, which operates through partnership with LA County and LAHSA, with funds for the services and operations made available with county Measure H/A funds, administered via contract with LAHSA. Through similar efforts in 2023, the City of Long Beach and LA County were able to rapidly plan and coordinate for the identification, acquisition, and conversion of a warehouse, located at 702 W. Anaheim in the City of Long Beach, into a second congregate shelter, providing an additional 100+ beds of Crisis and Bridge Housing. In early 2023, the City of Long Beach and LA County released homelessness emergency declarations. Per the County's emergency declaration, LA County committed to identifying departmental liaisons who will work with City counterparts to enhance efforts with outreach teams to assess and connect unsheltered individuals experiencing homelessness to County departmental services they are eligible for with the goal of getting people into housing and to establishing teams who will work directly with interim housing providers to ensure that clients in interim housing are assessed and connected to County departmental services that they are eligible for, including providing services onsite as needed to ensure service connection. Due to this alignment of priorities, the City of Long Beach and LA County were able to successfully partner on this project, with LA County committed to providing up to half of the costs of acquisition and development. An agreement with LA County to provide funds, made available with Measure H/A dollars, was rapidly executed. The City of Long Beach real estate team successfully brokered the deal to acquire the site. The City of Long Beach then partnered with LAHSA to transfer program participants and program operations to the new location, with services beginning late April 2023.

In addition to these efforts, the City of Long Beach has been able to successfully partner with the State and LA County to acquire, develop, and implement Project Homekey sites. The City of Long Beach was able to successfully obtain Project Homekey funding from the California Department of Housing and Community Development to acquire and develop three projects within the City of Long Beach. Of these, one project is fully operational, with a former Best Western currently operating as non-congregate interim housing, operated by the City of Long Beach and First to Serve, a non-profit partner. A second site is under construction, with plans to open as additional non-congregate interim housing in 2025, to be operated by First to Serve.

Beyond those Project Homekey projects, the City of Long Beach is also working to partner with LA County on the funding and operation of Project Homekey sites that are now converting from non-congregate shelter to permanent supportive housing. LA County owns two Homekey sites that will operate in the City of Long Beach, with the LA County Development Authority funding and managing the

acquisition and development. Both sites (Crescent and Zephyr) will operate as permanent housing programs, with both sites developed by Linc Housing, a local non-profit affordable housing developer. Both projects are in final stages of development, with Long Beach CoC actively supporting lease-up, with matches to Crescent and Zephyr identified and matched by Long Beach Coordinated Entry (CE), with case management and supportive services provided by LA County DHS, and rental subsidy provided by the City of Long Beach Housing Authority who has committed to providing the rental subsidies by way of project-based vouchers for the two sites.

The City of Long Beach also has a Community Development Department, which serves as the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) administrator for the City of Long Beach. The City of Long Beach CoC partners with Community Development to coordinate the allocation, distribution, and programming of those funds, as well as supporting Community Development with coordination, development, completion, and submission of the Consolidated Plan, Housing Element, as well as partnering to support and fund the development of affordable housing including supportive housing projects.

The Long Beach CoC Board includes ex-officio seats for the Long Beach Community Development Department and HACLB. Additionally, the Long Beach CoC Board co-chair is represented by the housing developer Century Villages at Cabrillo/Century Affordable Developers, Inc. City of Long Beach and Long Beach CoC have long partnered with Century on the Century Villages at Cabrillo supportive housing facility. Century Villages at Cabrillo is a 27-acre supportive housing community, established in 1997, currently serving approximately 1,500 household members. The campus supports a large variety of supportive housing types, which includes PSH, as well as emergency and transitional housing programs. Housing programs and services are operated by multiple on-site service providers - PATH, U.S. VETS, 1736 Family Crisis Center, Harbor Interfaith, Catholic Charities, etc., with the City of Long Beach supporting Century programs, operations, and services via rental subsidies provided by HACLB and services funded by Long Beach CoC, LAHSA, and Department of Veteran Affairs.

The City of Long Beach is currently partnering with the housing developer Century on a new PSH project in pre-development, the Uptown Acres. Uptown Acres will provide 200 units of PSH and general affordable units, with financing secured from LACDA (LA County's housing authority) and City of Long Beach Community Development department. More recently, the Long Beach CoC partnered with Century on the completion and submission of a CoC Builds application. If funded, an additional \$5M in capital funds would be made available by Long Beach CoC to close funding gaps for this critically needed project.

Los Angeles City & County CoC

The system is most effective in driving throughput when all parts of the system – from interim to permanent components -- have a clear

and targeted focus on the most essential core activities/behaviors, allowing each part of the system to excel at its most critical functions. As the countywide homeless system lead, LAHSA has shifted to a more hands-on approach called Active System Management (ASM). The goal of ASM is to ensure each component of the homeless response system is utilizing all existing resources and is performing as effectively as possible to support maximum throughput to permanent housing. This includes a focus on turning over interim housing resources and maximizing utilization of permanent housing resources. Implementation of ASM across all system components is currently underway and being expedited in response to the need to quickly bring people indoors and subsequently move them to permanent housing. LAHSA staff are leading coordination efforts with providers and driving client level progress of assessment completion, document collection, housing navigation assignment, and progress on a permanent housing pathway. Additionally, LAHSA is working to bring more interim housing and permanent housing options online, which include interim housing options throughout the City of LA and LA County, including the use of motels, and various permanent housing options available through new encampment resolution initiatives, including RRH and PSH.

Successful implementation of the rehousing effort will be dependent on the availability of permanent housing resources available to respond to the emergency. To understand the amount and ratio of each type of resource that is needed for a comprehensive, systemwide rehousing strategy, LAHSA created a funding plan to create visibility for resource needs and shared priorities for addressing gaps and moving toward a balanced system in the coming years. With an inadequately resourced or imbalanced system, the LA Region will not be able to effectively rehouse people once placed in interim housing, which means people may get stalled in different parts of the system, or that resources in the system may be underutilized. As more interim and permanent housing resources are brought online, LAHSA continues to work to balance out the system so as to create flow through the system and house the most people possible.

LAHSA, with support from LA County, the State, and Medi-Cal managed care plans, is also actively working to significantly augment the availability of permanent housing options by advancing the Master Leasing program throughout the City of LA and LA County. LAHSA takes on property management of the master leased units and directly administers rental assistance payments for participants in these units. Supporting the regionwide goal in expanding permanent housing resources, the strategic approach underscores LAHSA's dedication to fostering lasting solutions to homelessness and facilitating a more efficient and impactful Master Leasing program.

Los Angeles County

LA County agencies work closely with providers and housing developers to coordinate the financing of permanent and affordable housing projects while using a variety of tools to increase the number of interim housing, PSH, and the housing stock for people experiencing homelessness, or at risk of homelessness including a

Declaration of a Shelter Crisis. LA County also partners with developers on a variety of programs to develop, plan and apply for projects and provides technical assistance, when appropriate, for projects once submitted. The Crisis Declaration has enabled LA County to expedite the creation of interim housing options to meet the urgent shelter needs of unhoused residents in the region and various County-owned properties have been utilized as interim housing.

LA County continues to expand its PSH portfolio through the Homekey initiative and has applied for Homekey+. LA County with the LA County Development Authority (LACDA), as the local jurisdiction lead, has submitted six applications to the State for up to 504 additional units of PSH. LA County has leveraged capital funding and operating subsidies from DMH and operating subsidies from DPH-Substance Abuse Prevention and Control (SAPC) to support the projects. Additionally, LA County has also funded three (3) more interim housing sites in the Cities of Torrance, West Hollywood, and Palmdale using local one-time Measure H/A dollars.

LA County invests significant funds in affordable housing production. The Board approved a comprehensive affordable housing plan in 2015 and 2017 that currently invests \$100 million every year to build and rehab low- and very low-income housing across the county. 80 development projects have received capital funding or rental assistance through the LACDA NOFA and over 13,300 affordable homes have been funded. The Affordable Housing Programs' Budget is a key funding source for the LACDA NOFA. For FY 2024-25 the Board has allocated \$75 million from the Affordable Housing Program Budget's current fiscal year funding for production of housing.

Annually, the California Strategic Growth Council (SGC) awards Affordable Housing and Sustainable Communities (AHSC) Program funds for affordable housing and sustainable transportation to decrease vehicle miles traveled and reduce greenhouse gas emissions (GHG). To date, LA County has partnered with developers and the City of LA to receive over \$179 million in AHSC funding to develop 922 affordable housing units at eight project sites; and reduce greenhouse gas emissions by increasing public transit ridership and creating over a dozen miles of bicycle and pedestrian pathways. The LA County CEO-Homeless Initiative (CEO-HI) is working with its technical consultant, Enterprise Community Partners, to prepare competitive applications with developers for AHSC Round 9 due in spring 2026.

In addition, LA County DHS administers funding for and oversees the supportive services necessary for PSH sites to provide the needed supports to help tenants maintain their housing and access benefits.

LA County oversees a portfolio of Homekey PSH projects. To secure state Homekey grants, the County committed \$326,319,696 in local matching funds for both capital and operating costs. Through Homekey, LA County has partnered with developers and community-based organizations to add 1,436 interim housing beds and 1,450

PSH units to the region's supply of housing for people experiencing homelessness.

LA County also supports Unit Acquisition (UA) efforts through partnerships with DHS and LAHSA, in an effort to increase private market rentals to match people experiencing homelessness with tenant-based rental assistance, such as Time-Limited Subsidies, federal vouchers (e.g. Housing Choice Vouchers, and other locally funded vouchers. LA County has contracted with the local managed care plans (MCPs), Health Net and LA Care, to support expanding existing UA programs and launching the pilot Master Lease program with LAHSA.

In 2024, voters approved Proposition 1, transforming MHSA into the Behavioral Health Services Act (BHSA), expanding its scope to include recovery services for individuals with substance use disorders and enhanced housing supports. Beginning in FY 2026–27, 30% of LA County’s BHSA allocation will be dedicated to housing for people experiencing or at risk of homelessness—including those with a history of chronic homelessness —and for capital housing projects. Led by the DMH, LA County is currently conducting its Community Planning Process (CPP) to guide development of its BHSA Integrated Plan, with forums and workgroups open to the public, including housing developers and other stakeholders. This process will help identify local housing gaps, and shape funding decisions to maximize the impact of BHSA funds—potentially supporting efforts such as housing operating subsidies, non-congregate interim housing, stabilization units, and supportive housing. BHSA reforms aim to prioritize individuals with the most acute behavioral health needs while creating more equitable access to care and helping the County leverage BHSA resources to accelerate both interim and permanent housing development.

Finally, Measure H/A, the County’s local revenue source to address homelessness, requires that \$32.1M goes to LACDA for the development or preservation of housing in which units are affordable to Lower Income Households; \$382.8 million going to the LA County Affordable Housing Solutions Agency (LACAHS) for the construction of new affordable housing, affordable housing preservation, planning and technical assistance related to affordable housing and land use, including innovative solutions to reduce barriers to affordable housing and to accelerate its production and preservation, and more; and just over \$96M to fund the Local Solutions Fund, which will allocate funds to cities, councils of governments, and unincorporated areas, for programs including affordable housing programs.

Pasadena CoC

Affordable housing development, the CoC, and the Pasadena Housing Authority all operate out of the City of Pasadena Department of Housing, which allows for efficient and productive collaboration in the development of interim and permanent housing resources. The City of Pasadena accepts funding requests from housing developers on a rolling, over-the-counter basis in order to ensure a nimble funding process that provides the developer with the flexibility to

pursue other funding sources more easily. Housing staff coordinates with other Departmental staff on an as-needed basis to ensure a smooth entitlement and construction process.

In August 2024, the City of Pasadena celebrated the opening of 2322 E. Foothill Blvd. This project represents a unique and innovative partnership between educational, nonprofit, and government partners to tackle community college student homelessness. 2322 E. Foothill consists of six (6) studio units that provide housing for students attending Pasadena City College (“PCC”). PCC has committed to covering the rents for the first five (5) years of operations. Other funding sources include grant funds from both the California Community Foundation and Pasadena Community Foundation (totaling \$210,000) and City of Pasadena funding (\$2.54 million). The housing developer, Heritage Housing Partners (“HHP”), has acquired the adjacent site and intends to develop eight (8) more affordable studio units for PCC students and one (1) manager’s unit. The second phase is expected to be completed by the end of 2026.

Heritage Square South, a 69-unit PSH building for seniors developed by housing developer, BRIDGE Housing, also opened in August 2024. The City of Pasadena contributed the land, \$6.9 million of Housing Successor funds, and project-based Housing Choice Vouchers. This project is fully leased as of June 2025.

The City of Pasadena’s housing development pipeline remains robust. The City has committed \$4.75 million of Local Housing Trust Fund dollars to a 100-unit senior housing project, Ramona Seniors, which will be developed by National CORE and includes 49 units of PSH. This project is located in the City of Pasadena’s civic center, and in addition to the Local Housing Trust Fund award, the City has also committed the land (appraised value of \$14.49 million) and \$2.75 million in HOME funds to this important development.

The City of Pasadena will be releasing a Request for Proposals for a City-owned site in Summer 2025; this will be a joint-RFP with the adjacent property owner, Planned Parenthood of San Gabriel Valley (“PPSGV”). This joint-RFP structure will allow for maximum development potential on both sites. It’s anticipated that the development will ultimately consist of at least forty-five (45) units of affordable housing, along with some market-rate and/or moderate-income units. The City of Pasadena will contribute its land.

The City of Pasadena contributed \$1,903,121 of City loan funds (consisting of \$1,200,000 Inclusionary funds, \$500,000 federal HOME funds, and \$203,121 Housing Successor funds) to Door of Hope for the purchase of a single-family home, which will be converted to a 20-unit transitional housing project for families (the David and Katherine Lee Home).

The City of Pasadena continues to proactively seek additional affordable housing funding and to support efforts from housing developers to site and provide affordable housing in the city. The City

of Pasadena, along with its neighboring jurisdictions, Burbank and Glendale, formed a Joint Powers Authority (the Burbank Glendale Pasadena Regional Housing Trust) to provide a collaborative approach to the regional issues of homelessness and the need for affordable housing. The Burbank Glendale Pasadena Regional Housing Trust Board recently approved funding for two projects in Pasadena to-date: the rehabilitation of Centennial Place, a 144-unit single-room occupancy building located in the City’s Civic Center and Walnut Crossing, a sixty-unit mixed-income homeownership development with thirty-one (31) affordable units that will be sold to first-time homebuyers.

Additionally, the City acquired 17 properties from Caltrans, four of which will be rehabilitated and sold to low-income first-time homebuyers through a partnership with San Gabriel Valley Habitat for Humanity. The remaining 13 properties will be sold at market rate, generating an anticipated \$20 million, which will be used for future affordable housing development.

3.a.4. Coordination of and Connection to Service Delivery

| Eligible Applicant | Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness |
|---------------------|---|
| City of Los Angeles | <p>The City of LA utilizes a coordinated, cross-agency approach to deliver services to individuals experiencing or at risk of homelessness, including behavioral health and substance use services funded through the Mental Health Services Act (MHSA) and the Behavioral Health Services Act (BHSA). This includes strategic alignment with LA County DMH, LAHSA, and nonprofit and community-based providers.</p> <p>The City of LA integrates MHSA-funded services into the homelessness response system through outreach teams, shelter-based services, and PSH. These include Full-Service Partnership (FSP) programs and mobile mental health units, which are often deployed alongside outreach teams engaging unsheltered residents. Access to care is prioritized through City-County partnerships like the HOME teams, which pair clinicians with outreach workers to serve individuals with co-occurring mental health and substance use disorders.</p> <p>Building on the structure of the Behavioral Health Continuum Infrastructure Program (BHCIP), the City of LA is aligning with State directives under the Behavioral Health Infrastructure Bond Act of 2024 to support projects like the Aviva Family and Children Services’ residential campus, which will serve vulnerable populations such as pregnant and parenting women with substance use needs. The City of LA has authorized agreements to allow State-funded improvements on City-owned land and support wraparound behavioral health services at these sites. On May 6, 2025, the City of</p> |

LA received notification of selection by the California Department of Health Care Services (DHCS) to receive a conditional award of \$9,743,738 through the Bond BHCIP Round 1: Launch Ready grant program. This significant investment will support the development of a Peer Respite facility located at 7631 Canoga Avenue in Canoga Park, which will provide 16 beds for individuals in need of short-term, voluntary mental health support in a non-clinical, community-based setting. The project includes a local cash match of \$974,373.80 and reflects the City of LA's ongoing commitment to expanding behavioral health capacity in alignment with Proposition 1 and the Behavioral Health Infrastructure Bond Act of 2024. While the award remains under embargo pending a public announcement from DHCS, this milestone underscores the City of LA's collaborative efforts to advance recovery-focused alternatives to hospitalization and strengthen the behavioral health continuum of care across LA.

Glendale CoC

The City of Glendale Community Development Department's Housing Division serves as the lead agency for the City of Glendale CoC. The City of Glendale CoC collaborates with diverse groups such as organizations with racial justice focus, mainstream health care providers, local hospitals, domestic violence, veterans and youth service providers, faith-based organizations, funders, advocates, public housing agencies, school district, local law enforcement, and other members that play a critical role in helping prevent and end homelessness. The City of Glendale CoC has designated a Board of Directors, CoC Committee, and CES Sub-Committees who help with the strategic planning and implementation of not only HHAP funds, but state and federal funds to maximize program funds that align with the state and federal strategic plan to end and prevent homelessness. The City of Glendale CoC also participates in cross collaborative meetings with other CoC's and Cities regarding homeless system planning and delivery, such as the San Fernando Valley COG, Southern California CoC Alliance and LA Homeless Management Information System (HMIS) Collaborative, which allows the LA, Glendale, Long Beach, and Pasadena CoC's to share HMIS data across CoCs. The City of Glendale CoC is also working closely with LAHSA on a Regional CES Council to develop Regional CES Policies and Procedures. This regional collaboration strengthens the City of Glendale CoC and helps develop prioritization and matching criteria that is in compliance with Regional CES Systems. The City of Glendale CoC would like to continue developing a sophisticated system of programs that work in tandem to help reduce homelessness and prevent exits to homelessness by increasing access to countywide resources and partnership opportunities including partnerships with MCPs. The City of Glendale administers contracts through the Housing and Homelessness Incentive Program (HHIP) and partners with two Medi-Cal MCPs to deliver comprehensive case management services to chronically homeless seniors participating in the City's Rental Assistance Program through June 2026. The City of Glendale does not receive any funding directly from the LA County DMH. The CoC is keeping a close eye on the implementation of Proposition 1, with some potential projects and partnerships in mind to leverage Behavioral Health Services funding

in the future.

Long Beach CoC

The administrative entity for the City of Long Beach CoC is the City of Long Beach Department of Health and Human Services. The Long Beach CES serves the entire 52-square mile jurisdiction of the City/CoC of Long Beach. Partnerships are active with the LA, Pasadena, and Glendale CoCs, as well as the LA County CEO-Homeless Initiative to ensure coverage & coordination as people move throughout the LA County over the multiple CoCs within the county. In addition to the planning and coordination efforts of the City of Long Beach CoC and CES, the City of Long Beach and City of Long Beach CoC also partner to further engage community members and stakeholders, formally, through the Homeless Services Advisory Committee (HSAC). The City of Long Beach CoC encourages public participation and heavily relies on communication and coordination with the HSAC, which operates as a liaison between each of Long Beach's council districts and the Homeless Services Bureau. The HSAC committee is tasked with relaying information to their elected representatives and regularly reporting on the City of Long Beach CoC's performance/outcomes. This creates a feedback loop directly between the City of Long Beach CoC, City of Long Beach leadership, and Long Beach constituents. Staff further engage with faith-based collaboratives, business improvement districts, business associations, neighborhood associations, legislative entities, regional planning efforts (including Southern California CoC Leaders Collaborative, West Coast Mayor's Alliance, UFA Collaborative, and the California Business, Consumer Services and Housing Agency) to incorporate best practice models. The City of Long Beach CoC and interdepartmental City staff collaboratively prepare the City's Consolidated Plan (CP) & Annual Action Plans, which include planning and coordination for the development, implementation, distribution, operation, and management of annual allocation of state CDBG, HOME and ESG funds. For the FY 2023-2027 Consolidated Plan, the City of Long Beach solicited community input via community meetings, the City of Long Beach CoC general membership, HSAC meetings, focus groups with people with lived experience and council district forums. The City of Long Beach CoC provides data for the Consolidated Plan, including Annual Point-in-Time (PIT) Homeless Count data, Housing Inventory Count utilization, HMIS coverage, system performance (including project level for funded programs under ESG), and recommendations for improved performance. These planning and coordination efforts support the City of Long Beach and City of Long Beach CoC to successfully conceptualize, design, implement, and arrange for services for persons experiencing, or at-risk of homelessness within Long Beach. Further coordination and collaboration efforts are undertaken to ensure seamless delivery of services, including cross-system collaboration to address the needs of at-risk and homeless youth via the Youth Services Network (YSN); a collaborative of stakeholders dedicated to the well-being of youth in Long Beach through partnership, advocacy and resource sharing. Strategies for at-risk & youth experiencing homelessness include identifying gaps in services, wraparound supports, employment, educational supports, provision of Transitional Housing, family

strengthening strategies and reunification services. Long Beach Unified School District LEA homeless liaisons regularly attend CoC meetings & are represented on the CoC Board. LEA liaisons are active participants in identifying ways to strengthen cross-system supports for homeless students and have specific services and programs for homeless students within the school district. The City of Long Beach CoC collaborates with the Long Beach Unified School District (LBUSD) and early childhood education (ECE) providers to coordinate educational and support services for youth and children who are experiencing homelessness. LBUSD and ECE providers are active participants in the City of Long Beach CoC meetings, including a monthly collaborative at the Villages at Cabrillo, the Youth Services Network, the CoC General Membership and CoC Board meetings and sub committees. LBUSD's Bethune Transitional Center provides health/mental health screenings, social development activities, & supports like school supplies, uniforms & transportation. LBUSD & ECE train City of Long Beach CoC partners in an effort to increase awareness of the educational resources available to families and youth who are homeless. City of Long Beach CoC staff provide school liaisons training on the ECE process. In addition to relationships with the public school system, the CoC has formal relationships and engagement with the local community college and university. The City of Long Beach CoC, in addition, has formal & informal partnerships with Survivor Service Providers (SSPs). The City of Long Beach CoC engages providers within its annual review of ECE policies & written standards for programs. Policies are aligned with VAWA requirements to ensure both safety & choice. Policies & procedures include: screening & access to services within DV & general services, documentation requirements, emergency/safety transfers & how SSP service recipients can access permanent housing resources through Long Beach ECE. City of Long Beach CoC staff also provide training to regional SPAs on CoC system services & collaboratively discuss how to enhance access to & through the system for survivors. City of Long Beach CoC staff also ensure alignment to county policies & that we receive input from County, LAHSA, and domestic violence coordinators - most specifically with Rainbow Services, the SPA 8 lead for domestic violence services and service coordination. City of Long Beach CoC protocols prioritize safety & trauma-informed, victim-centered services. CoC staff are trained to link people with domestic violence services and all programs serving survivors, regardless of funding source, adhere to Housing First, including voluntary services & recognizing survivors' trauma from being controlled by their abusers. The City of Long Beach CoC has a long history of coordinating with the local PHA, which includes the adoption of a Homeless Preference within its Administrative Plan, set-aside Housing Choice vouchers and utilization of the ECE for all homeless project-based housing projects. Measure H/A and California state funding support housing navigation to assist clients in interim housing and rapid rehousing programs to quickly exit into permanent housing. Housing navigation prioritizes households with severe needs to successfully secure housing. The City of Long Beach is partnering with the LA County DHS to provide intensive case management services (ICMS) to households who are

matched to Housing Choice Vouchers and Project Based Vouchers to support the housing navigation process & ensure housing retention.

The City of Long Beach has provided engagement to the Community and Behavioral Health providers in working to bring forward proposed projects through the Behavioral Health Capital Improvement Project Round 1 Notification of Funding Opportunity . Within that process, the City of Long Beach submitted three (3) proposals along with support letters for additional projects. There is one (1) project in the City of Long Beach that has received funding through the Behavioral Health Bridge Housing funding that LA County Department of Mental Health (DMH) awarded and will create 150 new beds through a hotel conversion. Staff are working with the housing developer and service provider to get the project completed and operational and will coordinate with LA County DMH for referrals into the program. The City of Long Beach also released a process for supporting potential Project Homekey+ proposed projects, however there was only one project that was proposed that was deemed not to be a viable project. The City of Long Beach did reach out to the LA County Development Authority to inquire if they received any proposals for projects in Long Beach, however there were no projects in Long Beach. Within the CES process the City of Long Beach works with LA County DMH to match individuals to MHSA housing units.

The LA County DMH is responsible for coordinating and administering MHSA funds and leads the Behavioral Health Services Act planning process in partnership with LA County DPH's Substance Abuse Prevention and Control (SAP-C). Long Beach DHHS does not provide any direct reimbursable mental health services under MHSA. However, the City of Long Beach Health Department is currently in the process of becoming a contracted provider of Community Support Services and Enhanced Care Management services with two MCPs (LA CARE and HealthNet). In alignment with DHCS's BHSA County Policy Manual, LA County Departments of Mental Health and Public Health Substance Abuse Prevention and Control (DPH-SAP-C) have created a BHSA Community Planning Team to guide the development of LA County's first three-year integrated plan. To ensure alignment, collaboration, and continuity of behavioral health treatment under BHSA, the City of Long Beach is actively engaged as a voting stakeholder on the BHSA CPT. The City of Long Beach is committed to continued contribution and partnership with LA County in the development of the BHSA integrated plan. The City of Long Beach will continue to advocate for and improve cross-systems collaboration through participation in the BHSA CPT to ensure that BHSA housing funds reach the most critically ill community members in Long Beach. While the City of Long Beach does not provide behavioral health services funded by MHSA, the Multi-Service Center serves as the hub for coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness. Additionally, the City of Long Beach conducts outreach, coordination of services, and connection to many other services to people experiencing or at risk of experiencing homelessness including (REACH, MAC, CCR, MET – LAPD/LA

County DMH, TCC, Mental Health Court with DA, re-entry service coordination, LA County Department of Children and Family Services (DCFS) collaborative projects, diversion program with mental health clinician based in jail). The City of Long Beach also regularly refers and connects people experiencing homelessness to LA County DMH programs (HOME, FSP, etc.).

City of Long Beach

The administrative entity for the City of Long Beach CoC is the City of Long Beach Department of Health and Human Services. The Long Beach CES serves the entire 52-square mile jurisdiction of the City/CoC of Long Beach. Partnerships are active with the LA, Pasadena, and Glendale CoCs, as well as the LA County CEO-Homeless Initiative to ensure coverage & coordination as people move throughout the LA County over the multiple CoCs within the county. In addition to the planning and coordination efforts of the City of Long Beach CoC and CES, the City of Long Beach and City of Long Beach CoC also partner to further engage community members and stakeholders, formally, through the Homeless Services Advisory Committee (HSAC). The City of Long Beach CoC encourages public participation and heavily relies on communication and coordination with the HSAC, which operates as a liaison between each of Long Beach's council districts and the Homeless Services Bureau. The HSAC committee is tasked with relaying information to their elected representatives and regularly reporting on the City of Long Beach CoC's performance/outcomes. This creates a feedback loop directly between the City of Long Beach CoC, City of Long Beach leadership, and Long Beach constituents. Staff further engage with faith-based collaboratives, business improvement districts, business associations, neighborhood associations, legislative entities, regional planning efforts (including Southern California CoC Leaders Collaborative, West Coast Mayor's Alliance, UFA Collaborative, and the California Business, Consumer Services and Housing Agency) to incorporate best practice models. The City of Long Beach CoC and interdepartmental City staff collaboratively prepare the City's Consolidated Plan (CP) & Annual Action Plans, which include planning and coordination for the development, implementation, distribution, operation, and management of annual allocation of state CDBG, HOME and ESG funds. For the FY 2023-2027 Consolidated Plan, the City of Long Beach solicited community input via community meetings, the City of Long Beach CoC general membership, HSAC meetings, focus groups with people with lived experience and council district forums. The City of Long Beach CoC provides data for the Consolidated Plan, including Annual Point-in-Time (PIT) Homeless Count data, Housing Inventory Count utilization, HMIS coverage, system performance (including project level for funded programs under ESG), and recommendations for improved performance. These planning and coordination efforts support the City of Long Beach and City of Long Beach CoC to successfully conceptualize, design, implement, and arrange for services for persons experiencing, or at-risk of homelessness within Long Beach. Further coordination and collaboration efforts are undertaken to ensure seamless delivery of services, including cross-system collaboration to address the needs of at-risk and homeless youth via the Youth Services Network (YSN);

a collaborative of stakeholders dedicated to the well-being of youth in Long Beach through partnership, advocacy and resource sharing. Strategies for at-risk & youth experiencing homelessness include identifying gaps in services, wraparound supports, employment, educational supports, provision of Transitional Housing, family strengthening strategies and reunification services. Long Beach Unified School District LEA homeless liaisons regularly attend CoC meetings & are represented on the CoC Board. LEA liaisons are active participants in identifying ways to strengthen cross-system supports for homeless students and have specific services and programs for homeless students within the school district. The City of Long Beach CoC collaborates with the Long Beach Unified School District (LBUSD) and early childhood education (ECE) providers to coordinate educational and support services for youth and children who are experiencing homelessness. LBUSD and ECE providers are active participants in the City of Long Beach CoC meetings, including a monthly collaborative at the Villages at Cabrillo, the Youth Services Network, the CoC General Membership and CoC Board meetings and sub committees. LBUSD's Bethune Transitional Center provides health/mental health screenings, social development activities, & supports like school supplies, uniforms & transportation. LBUSD & ECE train City of Long Beach CoC partners in an effort to increase awareness of the educational resources available to families and youth who are homeless. City of Long Beach CoC staff provide school liaisons training on the ECE process. In addition to relationships with the public school system, the CoC has formal relationships and engagement with the local community college and university. The City of Long Beach CoC, in addition, has formal & informal partnerships with Survivor Service Providers (SSPs). The City of Long Beach CoC engages providers within its annual review of ECE policies & written standards for programs. Policies are aligned with VAWA requirements to ensure both safety & choice. Policies & procedures include: screening & access to services within DV & general services, documentation requirements, emergency/safety transfers & how SSP service recipients can access permanent housing resources through Long Beach ECE. City of Long Beach CoC staff also provide training to regional SPAs on CoC system services & collaboratively discuss how to enhance access to & through the system for survivors. City of Long Beach CoC staff also ensure alignment to county policies & that we receive input from County, LAHSA, and domestic violence coordinators - most specifically with Rainbow Services, the SPA 8 lead for domestic violence services and service coordination. City of Long Beach CoC protocols prioritize safety & trauma-informed, victim-centered services. CoC staff are trained to link people with domestic violence services and all programs serving survivors, regardless of funding source, adhere to Housing First, including voluntary services & recognizing survivors' trauma from being controlled by their abusers. The City of Long Beach CoC has a long history of coordinating with the local PHA, which includes the adoption of a Homeless Preference within its Administrative Plan, set-aside Housing Choice vouchers and utilization of the ECE for all homeless project-based housing projects. Measure H/A and California state funding support housing navigation

to assist clients in interim housing and rapid rehousing programs to quickly exit into permanent housing. Housing navigation prioritizes households with severe needs to successfully secure housing. The City of Long Beach is partnering with the LA County DHS to provide intensive case management services (ICMS) to households who are matched to Housing Choice Vouchers and Project Based Vouchers to support the housing navigation process & ensure housing retention.

The City of Long Beach has provided engagement to the Community and Behavioral Health providers in working to bring forward proposed projects through the Behavioral Health Capital Improvement Project Round 1 Notification of Funding Opportunity . Within that process, the City of Long Beach submitted three (3) proposals along with support letters for additional projects. There is one (1) project in the City of Long Beach that has received funding through the Behavioral Health Bridge Housing funding that LA County Department of Mental Health (DMH) awarded and will create 150 new beds through a hotel conversion. Staff are working with the housing developer and service provider to get the project completed and operational and will coordinate with LA County DMH for referrals into the program. The City of Long Beach also released a process for supporting potential Project Homekey+ proposed projects, however there was only one project that was proposed that was deemed not to be a viable project. The City of Long Beach did reach out to the LA County Development Authority to inquire if they received any proposals for projects in Long Beach, however there were no projects in Long Beach. Within the CES process the City of Long Beach works with LA County DMH to match individuals to MHSA housing units.

The LA County DMH is responsible for coordinating and administering MHSA funds and leads the Behavioral Health Services Act planning process in partnership with LA County DPH's Substance Abuse Prevention and Control (SAP-C). Long Beach DHHS does not provide any direct reimbursable mental health services under MHSA. However, the City of Long Beach Health Department is currently in the process of becoming a contracted provider of Community Support Services and Enhanced Care Management services with two MCPs (LA CARE and HealthNet). In alignment with DHCS's BHSA County Policy Manual, LA County Departments of Mental Health and Public Health Substance Abuse Prevention and Control (DPH-SAP-C) have created a BHSA Community Planning Team to guide the development of LA County's first three-year integrated plan. To ensure alignment, collaboration, and continuity of behavioral health treatment under BHSA, the City of Long Beach is actively engaged as a voting stakeholder on the BHSA CPT. The City of Long Beach is committed to continued contribution and partnership with LA County in the development of the BHSA integrated plan. The City of Long Beach will continue to advocate for and improve cross-systems collaboration through participation in the BHSA CPT to ensure that BHSA housing funds reach the most critically ill community members in Long Beach. While the City of Long Beach does not provide behavioral health services funded by MHSA, the Multi-Service Center serves as the hub for coordinating, connecting, and delivering

services to individuals experiencing homelessness or at risk of experiencing homelessness. Additionally, the City of Long Beach conducts outreach, coordination of services, and connection to many other services to people experiencing or at risk of experiencing homelessness including (REACH, MAC, CCR, MET – LAPD/LA County DMH, TCC, Mental Health Court with DA, re-entry service coordination, LA County Department of Children and Family Services (DCFS) collaborative projects, diversion program with mental health clinician based in jail). The City of Long Beach also regularly refers and connects people experiencing homelessness to LA County DMH programs (HOME, FSP, etc.).

Los Angeles City & County CoC

In December of 1993, the Board and the City of LA Mayor and City Council created LAHSA as an independent Joint Powers Authority. LAHSA is the lead agency in the LA CoC, which is the regional planning body that coordinates housing and services for homeless families and individuals in LA County. LAHSA coordinates and manages over \$800 million annually in federal, state, county, and city funds for programs that provide shelter, housing, and services to people experiencing homelessness. LAHSA serves as the lead coordinating entity for the CoCs of LA, Glendale, Pasadena, and Long Beach (excluding Long Beach's Adult system, which operates independently). In 2011, LA launched one of the earliest versions of the CES in the nation. The goal was to bring together diverse resources provided by various funders to ensure that no matter where a household was experiencing homelessness in the city or county, they could be connected to services and housing. The CES Policy Council was originally sponsored by the LA Regional Homelessness Advisory Council, a regional entity comprised of key stakeholders from LA City and County, non-profit service providers, and people with lived expertise of homelessness, and, in 2019, was formally designated as the CES Policy Oversight Entity by the LA CoC through the adoption of the LA CoC Governance Charter.

The Charter authorizes the CES Policy Council to support alignment of access, assessment, prioritization, and matching throughout the LA CES, which encompasses four CoCs. These policies seek to ensure that individuals experiencing homelessness are served consistently throughout the system, regardless of their characteristics or geography. In addition to fulfilling HUD requirements, the CES Policy Council was established based on local recognition that truly moving the needle on ending homelessness requires proactive alignment of principles across the entire region, which includes many jurisdictions (four CoCs and 88 cities) and funders (federal, state, local, and philanthropic). As a coordinating body that is broader than any one organization or funder, the CES Policy Council serves to facilitate strategic alignment and to meaningfully engage homelessness services stakeholders to inform effective system strategy. The CES Policy Council does not make funding decisions.

In accordance with its role as a Joint Powers Authority, LAHSA aims to enhance the coordination and delivery of services to those at-risk of or experiencing homelessness. As the CoC lead agency, LAHSA is

responsible for the oversight of the Homeless Management Information System (HMIS) and the implementation of the CES. As such, LAHSA manages the matching of eligible participants to PSH) resources as they become available according to the guidance provided by the CES Policy Council. Through this work, LAHSA supports the work of our system partners at LA County DMH and DHS, ensuring that the participants they serve, including those served in DMH's new Behavioral Health Bridge Housing (BHBH) funded interim housing programs, are provided equitable access to CoC resources. LAHSA also matches to PSH resources funded through the Mental Health Services Act (MHSA), ensuring that eligible participants served across the system can be matched to housing and supports designed to serve those with behavioral health needs. LAHSA hosts Active System Management meetings to support flowthrough from interim housing to housing navigation, and from housing navigation to Rapid Rehousing (RRH). Additionally, LAHSA leads lease up calls for new PSH buildings as they come online. All these meetings happen minimally once a month, however some may occur multiple times a week. These efforts are targeted at client level movement throughout the system and are designed to help providers focus on key activities that promote maximum housing placements. LAHSA also leads leadership meetings for CES leadership for the adult, family, and youth systems, as well as victim service providers. These meetings are focused on coordination amongst partners as the system continues to be refined and improved.

LAHSA has identified key goals to address homelessness through strategic interventions. One critical focus is to enhance problem-solving interventions by increasing investment and utilization. This includes expanding the number of community partners trained in providing problem solving interventions, with a specific emphasis on involving non-traditional partners like faith-based organizations. LAHSA aims to extend the use of problem-solving interventions across interim housing, engaging with entities within the justice system and at least five faith-based organizations in the upcoming fiscal year. HHAP dollars have been pivotal in helping to expand problem solving across the jurisdiction, and LAHSA will continue this work across the region through HHAP-5, including partners connected to sister CoCs, City of LA, and LA County. Additionally, LAHSA has developed a comprehensive training series to deepen partners' understanding of problem-solving strategies.

Another pivotal goal is the optimization of housing navigation staff deployment. LAHSA has assigned housing navigation staff to serve individuals in interim housing programs throughout the county. This will ensure participants have a more efficient transition from interim to permanent housing. Monitoring housing navigation and RRH utilization monthly will be a key strategy to ensure swift and equitable service provision. LAHSA has issued guidance and procedures for programs collaborating closely to increase housing placements. LAHSA will also continue to operationalize the use of housing navigation and RRH programs in a slot-based method aimed to drive efficacy in service provision, ultimately maximizing permanent

housing outcomes. This work is being overseen for the entire region, including all LAHSA-funded interim housing, as well as some programs funded directly by Cities or local jurisdictions, with the goal of creating throughput for programs in each SPA. Since the launch of RRH programming for adults in 2016, RRH-funded providers have provided access to this program for clients in their other programs (such as outreach, interim housing, and access centers), as well as to other providers in the area. However, in that there was no codified or standardized referral process, RRH programs operated differently, and access to all other agencies/clients in the region was not guaranteed. Since 2022, LAHSA has been working with providers to create streamlined access to RRH. This includes creating service slots that can be used to manage program capacity and enrollment, and that can be matched to through a centralized referral function. This ensures this resource can serve programs and clients across the region. Interim housing programs funded by the City and County of LA are served through housing navigation staff, which then connect clients to open RRH slots in the SPA. For the last two years, LAHSA has led a collaborative process to evaluate the cost of operating interim housing with a goal of ensuring that the rates paid to providers cover the full cost of operations. Through this work, LAHSA facilitated the development of shared standards for facilities, food, and services across all interim housing funded by the County, the City of LA, and LAHSA. Additionally, LAHSA facilitated the development of a unified approach to establishing the base rate per bed for shelter across the county, with increases added incrementally in January and again in July. LAHSA plans to continue this work to ensure that there is a shared agreement for addressing rates in relation to the impacts of inflation. Master Leasing is a regional approach whereby LAHSA is seeking to bring units online in each of the SPAs across the county. These units are acquired where there is opportunity, however they are not used for one particular program, group, or city, but instead are viewed as a resource for a variety of target programs/populations across the SPA. While Master Leased units are funded through LA County, these units benefit programs throughout the SPAs, which can include encampment resolution programs of either the City or County of LA. Similarly, target programs in the SPAs can be prioritized across jurisdictions. Furthermore, LAHSA sets goals to optimize housing transfers and prioritization processes. This involves implementing a standardized assessment process to identify households in need of transfer to another housing program. A prioritization process will be established to ensure housing stability. This will entail the ongoing tracking of data, including equity metrics, to guarantee proportional access. Equity goals for housing placements in the homeless service system will be developed, and the existing suite of equity tools will be expanded by implementing at least one new tool/framework for permanent housing placements. LAHSA also leads various workgroups committed to bringing about more equity for various populations in the homeless services systems. Additionally, LAHSA participates in various workgroups led by LA County's Anti-Racism, Diversity, and Inclusion Initiative. These strategic initiatives underscore LAHSA's commitment to addressing homelessness comprehensively and promoting equitable and sustainable solutions.

Los Angeles County

LA County has a unique role and setup of responsibilities among the six HHAP-6 Applicants as the geographic jurisdiction in which all the others are nested. The County's role and responsibilities coordinating and connection to services include the following: 1) Providing County departments' mainstream social services— e.g., physical and behavioral health care systems, public social services—safety net services, child protective and adult protective services; and 2) the County Board allocates a significant amount of county, state, and federal funding for homeless and housing services to each of the four CoCs and County departments that provide services for each of the other HHAP-6 Applicants. In that role, LA County takes very seriously its responsibility to create rigorously transparent and inclusive public processes to decide how to coordinate and utilize County administered homeless, housing, and support services resources across the entire county region. For example, the Board has historically allocated over \$450M in Measure H funding (from a 1/4 cent County sales tax dedicated to combating homelessness) annually to many Homeless Initiative lead LA County departments and agencies, the four CoCs, and dozens of cities and Councils of Government (COGs), which in turn partner with hundreds of service providers across LA county.

Measure A is a half-cent sales tax countywide approved by County voters in November 2024, which repealed and replaced Measure H (that was set to expire in 2027) as of April 1, 2025. Measure A allows LA County to continue progress on ending homelessness with housing with services, while greatly expanding efforts to address the drivers of homelessness through affordable housing construction, homelessness prevention, and support for vulnerable renters. Projected to generate over \$1 billion annually, Measure A funding will be shared between LA County, cities and COGs, the LA County Development Authority (LACDA), and the LA County Affordable Housing Solutions Agency (LACAHS). In this way, the LA County government itself is a significant funder, supporter, coordinator, and connector of homeless and housing efforts across all the other jurisdictions within the LA region.

A key component of LA County's Chief Executive Office-Homeless Initiative (CEO-HI) is the Local Jurisdiction Coordination & Supports Team. By fostering collaboration with local jurisdictions and co-investing in proven regional and local solutions while integrating racial equity practices, this team expands and enhances programs and services that are addressing homelessness countywide. Measure A requires at least 15% of the Comprehensive Homelessness Services funds to be allocated to the Local Solutions Funds (LSF). Measure A states that the County will allocate the LSF to cities, COGs, and/or the County on behalf of its unincorporated areas. On March 25, 2025, the Board voted to approve the Homeless Initiative Recommended Budget for Fiscal Year 2025-26, which included an allocation of \$96.36 million for the LSF, enabling jurisdictions to enhance homeless program and service delivery within their region. The Local Jurisdiction Coordination & Supports Team administers and manages the LSF; enhances regional communication, cooperation, and

coordination including through quarterly regional convenings, issues resolution and advisory guidance on aligning, layering, and coordinating programs, and emergency management; collaborates with local jurisdictions on Pathway Home, LA County's Encampment Resolution program to reduce unsheltered homelessness; and collaborates with the City of LA as an integral partner during the planning and response phases of every Inside Safe operation and remains in partnership with the City of LA and their Inside Safe participants throughout their housing stabilization process.

LA County funds LAHSA to oversee and facilitate the Coordinated Entry System (CES) in the LA County/City CoC. CES was established to connect people experiencing a housing crisis to resources and housing in the most efficient and equitable way and is the structure of ensuring homeless services and providers work in a consistent manner in the rehousing system. Homelessness is a regional crisis, and LA County has always considered it a top priority to strengthen its collaboration with diverse stakeholders, including the 88 Cities that fall within its boundaries, as well as COGs, which are Joint Powers Authorities that provide cooperative planning, coordination, and technical assistance on issues of mutual concern that cross jurisdictional lines. As regional leaders addressing homelessness, LA County convenes daily case conferencing calls, or "air traffic control" meetings, with LA County DHS, LA County DMH, and LAHSA, to discuss participant cases and determine the most appropriate placement type based on the participants' needs. This can be either for new housing referrals sent to an inappropriate funder or participants currently in an interim housing setting who require a higher or lower level of support. In its regional leadership role, on April 11, 2022, the LA County Chief Executive Office issued a report entitled, "A New Framework to End Homelessness in LA County," (New Framework) which included recommendations to improve and modify LA County's strategies to address homelessness. On May 3, 2022, the Board adopted the New Framework, which focuses on three key system partners: (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, there are five categories of actions: Coordinate, Prevent, Connect, House, and Stabilize. The Framework embraces emerging practices to advance racial equity across policymaking, planning, funding, and implementation, and includes a commitment to ongoing advancement of equity through implementation practices. The New Framework expands LA County's purview to examine prevention more intentionally and have a larger role in connecting clients to mainstream services by collaborating with County departments and other key partners. The New Framework also focuses on creating a homeless response system that concentrates on flow-through by increasing an emphasis on permanent housing availability to move people through the system to permanent solutions more quickly.

In addition, as mentioned in the Outreach and Site Coordination section, the County's ECRC is a central coordinating entity that oversees and directs daily operations for 150+ outreach teams

serving unsheltered individuals across the county. ECRC coordinates and supports homeless outreach and encampment resolution efforts such as Pathway Home, Inside Safe, and other cross-jurisdictional encampment efforts. In addition, ECRC will quickly link outreach teams, Cities, and other entities to LA County services.

Additionally, County DMH works closely with system partners, including CEO-HI, to coordinate services and resources that specifically serve people experiencing homelessness who experience serious mental illness (SMI) or serious emotional disturbance (SED). Representatives from County DMH actively participate in planning and implementation in the homeless services system to ensure that mental health services are integrated throughout the system and accessible to those individuals who meet criteria for specialty mental health services. Using specialized funding dedicated to behavioral health, such as Mental Health Services Act (MHSA)/Behavioral Health Services Act (BHSA), DMH is able to fund various resources to support people experiencing homelessness including outreach through programs like Homeless Outreach and Mobile Engagement (HOME) Team, and Interim Housing Outreach Program (IHOP); various housing types along the continuum of care including the Interim Housing Program (IHP), Enriched Residential Care (ERC) program, which provides funding for clients in licensed care settings, and both project and tenant-based PSH; as well as integrate services into these housing settings through Housing Supportive Services Program (HSSP). DMH also is committed to the continued use of this funding for the capital development of the mentioned housing resources to ensure that accessible resources continue to be built into the future through programs such as No Place Like Home and Homekey+. With the upcoming implementation of BHSA and the requirement that 30% of this funding be used toward housing, DMH, in partnership with the DPH Substance Abuse Prevention and Control (SAPC) Division, has convened a robust engagement process that includes system partners and community members to inform and support design of BHSA Program Services to address the homelessness crisis by promoting recovery and housing stability for people experiencing homelessness with behavioral health needs.

DMH and (DPH-SAPC) have also been awarded Behavioral Health Bridge Housing (BHBH) funding from the State to implement bridge housing for people experiencing homelessness and living with serious behavioral health conditions, including serious mental illness and/or substance use disorders, through June 30, 2027. This funding provides both operational funds that can be used toward interim housing operations, rental assistance and auxiliary funding for assisted living facilities and start-up infrastructure funds. Total BHBH funds awarded include \$316M to DMH through Round 1 (2023) and Round 3 (2024) applications and \$61.9M to DPH-SAPC through Round 1 (2023). DMH issued a Request for Applications in October 2024 to expand and enhance its Interim Housing Program (IHP) through BHBH funding and has made awards to 20 new interim housing sites with a total of 874 new beds and 47 family units, which are opening between May and September 2025. BHBH funding is

also being used to enhance services at the new and existing DMH IHP sites, including over 90% adding either an on-site mental health clinician, licensed vocational nurse or equivalent, or both, and all sites adding a dedicated on-site housing navigator.

Pasadena CoC

The City of Pasadena CoC collaborates with diverse groups such as homeless services providers, mainstream health care and mental health care providers, Huntington Hospital, the Pasadena Public Health Department, domestic violence/intimate partner violence service providers, veterans and youth service providers, faith-based organizations, funders, advocates, the Pasadena Housing Authority, the Pasadena Unified School District, local law enforcement, and people with lived experience of homelessness that play a critical role in preventing and ending homelessness. The City of Pasadena CoC has a designated Board of Directors and several committees including the Faith Community Committee, Healthcare Committee and the Street Outreach Collaborative that help with the strategic planning and implementation of homeless services across the City of Pasadena CoC. The City of Pasadena CoC also participates in cross collaborative meetings with other CoCs and Cities regarding homeless system planning and delivery, such as the San Gabriel Valley COG, San Gabriel Valley Consortium on Homelessness, the California CoC Alliance, and the LA HMIS Collaborative, through which the LA, Glendale, Long Beach, and Pasadena CoCs co-administer a shared HMIS. Along with the three other CoCs in the region, the City of Pasadena CoC is a member of the Greater Los Angeles CES and has a seat on the LA CES Policy Council, the CES' governing body that develops regional CES Policies and Procedures. The State's Behavioral Health Continuum Infrastructure Program recently made Proposition 1-funded awards to three entities within the City of Pasadena CoC, including Huntington Hospital, Impact Treatment Center, and Hillside. These funds will bolster mental health and substance use treatment services for individuals experiencing and at risk of homelessness.

3.a.5. Policies for Addressing Encampments

| Encampment | Address or General Location | Estimated Population | What are the region's specific plans to address this encampment? | What are the Key Milestone Dates to carry out the described plan? | ERF Status (site funded by ERF) | ERF Contract # | Are there current plans to submit an ERF application to address this site? | Lead Entity for addressing this encampment |
|-------------------|------------------------------------|-----------------------------|---|--|--|-----------------------|---|---|
| | | | | | No | | No | |
| | | | | | No | | No | |

Optional Upload: Encampments Excel
 Final Encampment Resolution Overview and Context 11.5.25.docx

Optional Upload: Map of Encampments

HHAP 6 LA Region Encampment Zone Map 2025.08.25.pdf

Eligible Applicants with a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Fully or Partially Compliant

| Eligible Applicant | Applicant confirms the plan complies with the Cal ICH Guidance on Addressing Encampments? | If you selected “Yes, in part,” describe what elements of the policy do comply with the Cal ICH Guidance on Addressing Encampments, and specifically how they comply. | Provide a link to the policy or upload a copy below |
|--------------------|---|---|---|
| Glendale CoC | Yes, in part | <p>Please note that the Glendale CoC does not engage in encampment resolution independently, but rather, in collaboration with the Glendale Police Department (GPD). Thus, the applicable policy is GPD Policy 432, effectuated with GPD Forms P-1054 and P-1055. The elements of GPD Policy 432 and its corresponding forms that comply with Cal ICH Guidance include: Maintain awareness of interim housing capacity immediately available to serve persons in encampments. Reflected in Sections 432.2(a)-(b) and 432.3. Have clear policy for handling and storage of unattended personal belongings of persons in encampments. Reflected in Sections 432.2(d)-(e) and 432.4. Additionally reflected in GPD Forms P-1054 (Notice of Removal of Personal</p> | |

Property) and P-1055 (Reclaim Property Notices). Provide advance notice of removal action: Reflected in Section 432.2(d) and GPD Forms P-1044 and P-1055. Anticipated date and time of removal action; Information on services, including shelter, immediately available to persons in encampments; How unattended belongings will be handled, including what will be stored and how it can be recovered; Advance notice of 48 hours recommended, unless imminent threat to life, health, safety, or infrastructure; and Notice simultaneously provided to service providers serving/engaging with persons in encampments. Maintain awareness of, and engagement with, current local projects/efforts serving encampments. Reflected in Section 432.2(a)-(b). Make every effort to identify and offer shelter to persons in encampments before removing them. Reflected in Sections 432.2(a)-(b) and 432.3. Remediate specific hazards before a removal operation. Reflected in Section 432.6.

City of Los Angeles Yes

Long Beach CoC Yes

| | |
|-------------------------------|-----|
| City of Long Beach | Yes |
| Los Angeles City & County CoC | Yes |
| Los Angeles County | Yes |
| Pasadena CoC | Yes |

Upload: Copy of Formal Policy to Address Encampments

Compiled Signed Encampment Framework 8.27.25.pdf

Glendale CoC Encampment Resolution Policy.pdf

Eligible Applicants without a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Nonexistent

| Eligible Applicant | Describe existing efforts to address encampments | Does the Eligible Applicant actively commit to adopting a policy that complies with the Cal ICH Guidance on Addressing Encampment? | Provide a specific timeline, including dates, for future adoption of formal policies that comply with the Cal ICH Guidance on Addressing Encampments |
|--------------------|--|--|--|
|--------------------|--|--|--|

| | | | |
|--|--|----|--|
| | | No | |
|--|--|----|--|

| | | | |
|--|--|----|--|
| | | No | |
|--|--|----|--|

3.a.6. Housing Element Compliance

| Large City or county Eligible Applicant | Is this Eligible Applicant's Housing Element Compliant? | If not compliant, provide a timeline for all relevant milestones to achieve compliance (refer to Guidance and Example timeline and milestones for required level of detail) |
|---|---|---|
|---|---|---|

| | | |
|---------------------|-----|--|
| City of Los Angeles | Yes | |
|---------------------|-----|--|

| | | |
|--------------------|-----|--|
| City of Long Beach | Yes | |
|--------------------|-----|--|

| | | |
|--------------------|-----|--|
| Los Angeles County | Yes | |
|--------------------|-----|--|

3.a.7. Housing Element Implementation

| Large City or county Eligible Applicant | Has this Eligible Applicant implemented | If not, provide a specific timeline and plan with dates to implement the past due programs. |
|---|---|---|
|---|---|---|

all programs in their adopted Housing Element on the timelines identified therein?

| | | |
|---------------------|-----|--|
| City of Los Angeles | Yes | |
| City of Long Beach | No | <p>During the 2024–2025 reporting period, the City made substantial progress across multiple Housing Element programs aimed at expanding housing capacity, improving development feasibility, streamlining permitting, and strengthening tenant protections. These efforts continue to build on the City’s comprehensive zoning and policy updates initiated under the Title 22 modernization effort and the ongoing Housing Omnibus work. Significant work continued under Programs 1.1, 1.2, and 1.5, focused on expanding the development of affordable housing and supporting site capacity. Through coordination across the Community Development Department, the City advanced actions related to infrastructure commitments, funding alignment, site readiness, and the implementation of tools that enable production on both private and publicly controlled parcels. This includes monitoring pipeline activity, aligning City funding with affordable housing goals, and continuing the development of policy mechanisms that support Housing Element-related sites. Under Program 2.1, the City progressed the adoption of rezoning actions and regulatory changes needed to support housing capacity across identified sites. These efforts are integrated into the Title 22 buildout and the forthcoming Housing Omnibus Zoning Code Update, which is planned for adoption in 2025 and will expand ministerial entitlements, clarify development standards, and ensure alignment with state housing laws. Progress continued under Program 2.3, which focuses on development feasibility and enabling mixed-income and market-rate residential development. The City continued policy analysis, feasibility monitoring, and preparation of updates to land-use regulations including updates related to CUP processes, definitions of “family,” residential care facility standards, and allowances for transitional and supportive housing all of which are anticipated to be adopted as part of the 2025 Omnibus Update. Extensive work also occurred under Program 2.6 (Development Review Process). In September 2024, the City adopted objective design standards</p> |

and updated SPR thresholds, removing subjective design elements and facilitating more consistent and predictable residential project review. Additional enhancements to by-right approvals are planned for the 2025 Housing Omnibus Update. Concurrently, the City launched the transition to a new Enterprise Land Management (ELM) permitting system, with vendor selection scheduled for 2025. The City has also expanded staffing capacity across planning divisions to reduce review timelines and support rezoning and permitting activity. Under Program 5.2 (Tenant Protection), the City continued advancing renter protection policies. In 2024, Community Development held Housing Policy Forums to evaluate updates to Just Cause protections, relocation assistance, and potential right-of-first-refusal provisions for inclusionary units. Staff will continue policy development into 2025 based on community feedback. The City also continued implementing the 2022 amendments to its Just Cause ordinance regarding substantial remodels, including relocation requirements, permit-related tenant lists, enforcement mechanisms, and ongoing outreach. The City will prepare and submit complete, detailed implementation updates for Programs 1.1, 1.2, 1.5, 2.1, 2.3, 2.6, and 5.2 in the 2026 Annual Progress Report, due April 1, 2026. The City will adhere to the following timeline:

- Q1–Q3 2025: Continue implementation of Housing Element programs as described; complete adoption of the Housing Omnibus Zoning Code Update; continue ELM system buildout and staffing expansions; continue policy development related to tenant protections and development review streamlining.
- Q4 2025: Compile finalized 2025 implementation outcomes; integrate new code updates, procedural changes, and tenant protection amendments into the City’s internal Housing Element tracking framework.
- January–March 2026: Prepare full program updates for inclusion in the 2026 APR, including:
 - Adoption status,
 - Quantified outcomes and permitting impacts,
 - Detailed status of rezoning, design standards, and process improvements,
 - Tenant protection policy changes and implementation metrics, and
 - Updated planned actions for 2026–2027.
- April 1, 2026: Submit a complete and comprehensive APR to HCD that includes full implementation details for all referenced Housing Element programs, as requested. This timeline ensures that all required program updates will be fully developed, documented, and submitted in alignment with HCD’s expectations and the statutory APR

deadline.

| | |
|--------------------|-----|
| Los Angeles County | Yes |
|--------------------|-----|

3.a.8. Prohousing Designation

| Large City or county Eligible Applicant | Current Prohousing Designation Status | For Eligible Applicants that have not yet applied or do not plan to apply, list the Prohousing Policies (as described in the Prohousing application) that they have adopted or plan to adopt in the future. |
|--|--|--|
| City of Los Angeles | Has been designated Prohousing. | |
| City of Long Beach | Has been designated Prohousing. | |
| Los Angeles County | Has been designated Prohousing. | |

3.a.9. Housing Law Violations

| Large City or county Eligible Applicant | Does this Eligible Applicant have any potential or actual housing law violations with HCD's Housing Accountability Unit or the Attorney General's Housing Justice Team? | If yes, provide a specific timeline and plan with dates to resolve the issue. |
|--|--|--|
| City of Los Angeles | No | |
| City of Long Beach | Yes | The City of Long Beach was previously identified by HCD as having potential housing law violations related to its ADU, SB 9, and Group Residential Uses ordinances, as documented in HCD's Technical Assistance Letter dated July 29, 2025. In response, the City committed in formal correspondence to HCD on June 19, 2025 and August 29, 2025 to amend these ordinances to ensure full compliance with State housing law. Consistent with those commitments, the City |

submitted draft ADU and SB 9 ordinances to HCD and the California Coastal Commission on September 12, 2025, and posted the drafts for public comment. HCD issued its formal review and correction list on December 4, 2025, and the City has begun revising the ordinances to incorporate all required changes. To resolve the identified issues, the City will complete revisions to the ADU, SB 9, and Group Residential Uses ordinances in early 2026. Ordinance updates are still pending Coastal Commission review, though City endeavors to release updated drafts for review and adoption by via Planning Commission hearings occurring in February – March 2026, with final City Council adoption by June 30, 2026. This schedule aligns with the commitments made in the City’s letters to HCD and reflects the updated timeline provided by the Community Development Department. The City will provide HCD with ongoing progress updates throughout early 2026 and will include completed ordinance amendments or detailed progress toward final adoption in the 2026 Annual Progress Report due April 1, 2026. Upon adoption of these amendments, the City’s ordinances will be fully consistent with State housing law, resolving the identified housing law violations and satisfying the HHAP-6 requirement for a complete corrective action plan and timeline.

| | |
|--------------------|----|
| Los Angeles County | No |
|--------------------|----|

3.a.10. Surplus Land

| Large City or county Eligible Applicant | Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230? | If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory. |
|---|---|--|
| City of Los Angeles | Has a central inventory. | |
| City of Long Beach | Has a central inventory. | |
| Los Angeles County | Does not currently have a central inventory. | The county is actively developing a central inventory which will be publicly available on the County’s website no later than April 1, 2026. In addition, the County will also submit its Surplus Land Act inventory via Table H of the Annual Progress Report due to HCD by April 1, 2026. |

3.a.11. Annual Progress Report

| Large City or county Eligible Applicant | Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years? |
|---|--|
| City of Los Angeles | Yes |
| City of Long Beach | Yes |
| Los Angeles County | Yes |

Section 3.b. System Performance Measures Improvement Plan

3.b System Performance Measures Improvement Plan

The System Performance Measures Improvement plan documents all the Key Actions the regional partners are taking to improve their homelessness CA System Performance Measures (SPMs) listed in [Section IV.A.3.b.i. of the HHAP 6 NOFA](#). The plan may also include the Key Actions of small jurisdictions and/or tribal governments in the region that elect to engage and collaborate in the Regionally Coordinated Homelessness Action Plan.

All items currently being funded through HHAP Rounds 1 through 5, as well as all activities proposed to be funded through HHAP 6, must be included as Key Actions in the System Performance Measures Improvement Plan. Each regional partner must also include the Key Actions they are taking beyond HHAP 6 funding to address homelessness. These Key Actions must include how each regional partner is improving the region's CA SPMs through use of local, state, and federal funds.

The System Performance Measures Improvement Plan must include:

- At least one Key Action related to reducing CA SPM: "The number of people experiencing unsheltered homelessness"
- At least one Key Action related to increasing CA SPM "the number of people exiting homelessness into Permanent Housing," and
- At least one Key Action with a specific focus on reducing first time instances of homelessness for those exiting institutional settings, including, but not limited to jails, prisons, and hospitals.

Each Key Action must be described in clear, specific terms and must do the following:

1. Identify the CA SPM(s) that the Key Action will improve (you may choose more than one SPM).
2. Describe how the Key Action will improve the CA SPM(s).
3. Identify the lead entity and collaborating entities partnering to achieve the Key Action. Collaborating entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating Eligible Applicant, a system partner, or any organization actively participating in the Key Action.
4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
 - Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.
 - Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.
8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Available Funding Sources in the Region

If applicable, list any funding sources mentioned in [Section IV.A.3.b.ii. of the HHAP 6 NOFA](#) that are not available in the region within the grant term (FY24/25-FY28/29).

Available Funding Sources NOT within the Region Narrative

1. Multifamily Housing Program (MHP) - Although the County does not administer these funds, MHP funds are often leveraged by developers awarded LA County Development Authority (LACDA) NOFA funding.
2. National Housing Trust Fund (NHTF) - Although LA County does not administer these funds, NHTF funds are often leveraged by developers awarded LACDA NOFA funding.

Key Actions to Improve the Region's CA SPMs

Guidance:

Please note that all Key Actions are numbered to ensure Key Actions may be easily referenced in later parts of the regional application. Applicants can refer to the # provided. E.g., Key Action 1, Key Action 2, etc.

Key Actions

Key Action 1

Description

Include services or linkages to services are included at interim housing offerings funded by the City of LA. (City of LA – KA 1)

Identify which CA SPM(s) will be improved by Key Action 1 and how.

SPM Improvement Plan for Key Action 1

| CA SPM | Specific description of how Key Action 1 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | Incorporating services or linkages to services at interim housing sites will increase the number of people receiving services at interim housing sites. decreasing individuals living unsheltered. |
| CA SPM 1b | Incorporating services or linkages to services at interim housing sites will increase the number of people receiving services at interim housing sites. decreasing individuals living unsheltered. |

Clear metric for how success of Key Action 1 will be measured

Track the services provided by ensuring that each client is entered into HMIS, tracking outcomes through service providers or LAHSA.

Lead Entity for Key Action 1

City of Los Angeles

Collaborating entity/ies for Key Action 1

LAHSA, Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 1

Milestones for Key Action 1

Target dates for Key Action 1 milestones

Increase the number of people getting services and being entered into HMIS by at least 200 1/31/2027

Target date for completing Key Action 1
6/30/2029

Funding Sources for Key Action 1

Funding Sources for Key Action 1

| Funding source | Description of how the funding will contribute to the achievement of Key Action 1 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|---|--|
| HHAP 2-5 | City of LA's HHAP funding will sustain existing services and improve data reporting. | |
| County Measure H/A | County Measure H/A funding will sustain existing services and improve data reporting. | |
| City of LA GCP Additional Homeless Services | General City Purpose funds will sustain existing services and improve data reporting. | |
| HHAP 6 | City of LA's HHAP funding will sustain existing services and improve data reporting. | Interim Housing Services and Services Coordination |
| HHAP 6 | City of LA's HHAP funding will sustain existing services and improve data reporting. | Operating Expenses – Interim Housing |

Identify which of the following equity improvement areas will be addressed by Key Action 1.

Equity Areas for Key Action 1

| Equity area | Description of how Key Action 1 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------------|--|
| Changes to procurement | Efforts will be made to include BIPOC-led organizations in procurement for service provision to increase the likelihood that clients can identify with and trust providers offering services |

Key Action 2

Description

Provide and maintain diverse interim housing offerings. (City of LA – KA 2)

Identify which CA SPM(s) will be improved by Key Action 2 and how.

SPM Improvement Plan for Key Action 2

| CA SPM | Specific description of how Key Action 2 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | By sustaining the number of diverse interim housing options, the City of LA can ensure that the number of people experiencing unsheltered homelessness on a single night does not increase. |
| CA SPM 1b | By sustaining the number of diverse interim housing options, the City of LA can ensure that the number of people experiencing unsheltered homelessness on a single night does not increase. |

Clear metric for how success of Key Action 2 will be measured

Track the number of interim housing options offered in the City of LA to ensure there is no decrease in the diversity of options available.

Lead Entity for Key Action 2

City of Los Angeles

Collaborating entity/ies for Key Action 2

LAHSA, City of LA Housing Department

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 2

| Milestones for Key Action 2 | Target dates for Key Action 2 milestones |
|---|--|
| Maintain existing interim housing offerings at 6,212 beds | 1/31/2027 |

Target date for completing Key Action 2

6/30/2029

Funding Sources for Key Action 2

Funding Sources for Key Action 2

| Funding source | Description of how the funding will contribute to the achievement of Key Action 2 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------------|--|--|
| LA County Measure H/A Funds | County Measure H/A funds will maintain operation of existing interim housing units | |
| HHAP 6 | City of LA HHAP funds will support the administrative work | Administrative Costs |

required to cover staff costs to administer the interim housing grants.

Identify which of the following equity improvement areas will be addressed by Key Action 2.

Equity Areas for Key Action 2

| Equity area | Description of how Key Action 2 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | Efforts will be made to ensure inclusion of culturally specific services and client-centered practices in interim housing, which will help reduce the disparities that exist in the current interim housing system |

Key Action 3

Description

Continue funding for outreach and hygiene services for the City of LA's Homeless Engagement Teams, Multi-disciplinary teams, and other homeless outreach programs. (City of LA – KA 3)

Identify which CA SPM(s) will be improved by Key Action 3 and how.

SPM Improvement Plan for Key Action 3

| CA SPM | Specific description of how Key Action 3 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | By continuing to fund outreach and hygiene services, the City of LA will decrease the number of people experiencing unsheltered homelessness on any single night and ensure clients stay engaged with service providers. |

Clear metric for how success of Key Action 3 will be measured

Decreased unsheltered homelessness shown in the annual LAHSA PIT count

Lead Entity for Key Action 3

City of Los Angeles

Collaborating entity/ies for Key Action 3

LAHSA, LA County, University of Southern California, Nonprofit Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 3

| Milestones for Key Action 3 | Target dates for Key Action 3 milestones |
|---|--|
| A decrease of at least 500 people experiencing unsheltered homelessness | 1/31/2027 |
| Target date for completing Key Action 3 6/30/2029 | |

Funding Sources for Key Action 3

Funding Sources for Key Action 3

| Funding source | Description of how the funding will contribute to the achievement of Key Action 3 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|---|---|
| HHAP 4-5 | City of LA HHAP funding will maintain existing services for outreach. | |
| HHAP 6 | City of LA HHAP funding will maintain existing services for outreach. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |
| City of LA GCP Additional Homeless Services | Multiple City Council districts elect to use their discretionary funds to support MDTs and street outreach service efforts. | |

Identify which of the following equity improvement areas will be addressed by Key Action 3.

Equity Areas for Key Action 3

| Equity area | Description of how Key Action 3 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | Efforts will be made to embed culturally responsive health engagement and peer navigators in all teams, so that clients impacted by disparities will more likely stay engaged in the system. |

Key Action 4

Description

Continue to fund outreach health-related services to help coordinate medical and mental health appointments, obtain benefits and medical insurance, and make referrals to community-based services through service contracts. (City of LA – KA 4)

Identify which CA SPM(s) will be improved by Key Action 4 and how.

SPM Improvement Plan for Key Action 4

| CA SPM | Specific description of how Key Action 4 will improve this CA SPM |
|-----------|---|
| CA SPM 1b | Outreach with health-related services will ensure that clients' medical and mental health are addressed, which increases not only a successful placement but also maintaining that permanent housing placement. |
| CA SPM 4 | Outreach with health-related services will ensure that clients' medical and mental health are addressed, which increases not only a successful placement but also |

maintaining that permanent housing placement.

Clear metric for how success of Key Action 4 will be measured

Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of health-related supportive services.

Lead Entity for Key Action 4

City of Los Angeles

Collaborating entity/ies for Key Action 4

LAHSA, LA County, Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 4

| Milestones for Key Action 4 | Target dates for Key Action 4 milestones |
|--|--|
| At least 300 people will be contacted, 200 people will be engaged, 100 people will get referrals to interim housing, and 100 people will receive health-related supportive services. | 1/31/2027 |

Target date for completing Key Action 4

6/30/2029

Funding Sources for Key Action 4

Funding Sources for Key Action 4

| Funding source | Description of how the funding will contribute to the achievement of Key Action 4 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|--|---|
| HHAP 4-5 | City of LA HHAP funding will maintain existing outreach health-related services. | |
| City of LA-GCP Additional Homeless Services | General City of LA Purposed funds will support the coordination of outreach and referrals for health-related services. | |
| HHAP 6 | City of LA HHAP funding will maintain existing outreach health-related services. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |

Identify which of the following equity improvement areas will be addressed by Key Action 4.

Equity Areas for Key Action 4

Equity area **Description of how Key Action 4 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

Service Delivery Efforts will be made to embed culturally responsive health engagement and peer navigators in all teams, so that clients impacted by disparities will more likely stay engaged in the system.

Key Action 5

Description

Maintain existing interim housing units and increase permanent housing units in the City of LA. (City of LA – KA 5)

Identify which CA SPM(s) will be improved by Key Action 5 and how.

SPM Improvement Plan for Key Action 5

| CA SPM | Specific description of how Key Action 5 will improve this CA SPM |
|---------------|--|
| CA SPM 2 | Accelerating the path to permanent housing will help minimize the risk of long-term homelessness and improve housing stability outcomes for newly homeless populations |

Clear metric for how success of Key Action 5 will be measured

Track to identify the increased number of sites

Compare the timing of permitting process before the effort compared to after

Lead Entity for Key Action 5

City of Los Angeles

Collaborating entity/ies for Key Action 5

City of LA Depts of Housing, City of LA Planning, Public Works and Building and Safety

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 5

| Milestones for Key Action 5 | Target dates for Key Action 5 milestones |
|--|---|
| Maintain and fund operations of all existing interim housing units. Increase the number of permanent supportive housing and RRH units by at least 100 through expedited permitting and entitlement support. | 1/31/2027 |

Target date for completing Key Action 5

6/30/2029

Funding Sources for Key Action 5

Funding Sources for Key Action 5

| Funding source | Description of how the funding | For HHAP 6-funded Key |
|-----------------------|---------------------------------------|------------------------------|
|-----------------------|---------------------------------------|------------------------------|

| | will contribute to the achievement of Key Action 5 | Actions only: Eligible use category to fund this Key Action. |
|--------------------------|--|---|
| HHAP 4-5 | City of LA HHAP funds will maintain existing interim units in the City and fund RRH units. | |
| HHAP 6 | City of LA HHAP funds will maintain existing interim units in the City and fund RRH units. | Interim Housing Services and Services Coordination |
| HHAP 6 | City of LA HHAP funds will maintain existing interim units in the City and fund RRH units. | Rapid Rehousing/ Rental Subsidies |
| City of LA General Funds | City of LA General funds may be used to fund positions that expedite housing development entitlements. | |

Identify which of the following equity improvement areas will be addressed by Key Action 5.

Equity Areas for Key Action 5

| Equity area | Description of how Key Action 5 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|---|---|
| Service Delivery | Efforts will be made to ensure inclusion of culturally specific services and client-centered practices in interim housing, which will help reduce the disparities that exist in the current interim housing system. |
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. | Focus on reducing entitlement or permit barriers in and encourage development in high-displacement-risk areas. |

Key Action 6

Description

Maintain services, including treatment centers, wellness centers, and vocational rehab, at the City of LA's existing Interim Housing sites. (City of LA – KA 6)

Identify which CA SPM(s) will be improved by Key Action 6 and how.

SPM Improvement Plan for Key Action 6

| CA SPM | Specific description of how Key Action 6 will improve this CA SPM |
|---------------|--|
|---------------|--|

CA SPM 3 Comprehensive services that will be provided through this Key Action will better enable people to secure and maintain permanent housing.

Clear metric for how success of Key Action 6 will be measured

Track the number of people receiving these services while in interim housing and their movement to RRH or permanent housing.

Lead Entity for Key Action 6

City of Los Angeles

Collaborating entity/ies for Key Action 6

LAHSA, Interim Housing providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 6

| Milestones for Key Action 6 | Target dates for Key Action 6 milestones |
|--|--|
| At least 200 people will receive services while in interim housing | 1/31/2027 |

Target date for completing Key Action 6

6/30/2029

Funding Sources for Key Action 6

Funding Sources for Key Action 6

| Funding source | Description of how the funding will contribute to the achievement of Key Action 6 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|--|--|
| HHAP 4-5 | City of LA HHAP funding will be used to maintain this existing housing navigation services. | |
| HHAP 6 | City of LA HHAP-6 funding will be used to maintain this existing housing navigation services currently provided with HHAP 4 and 5 funds. | Interim Housing Services and Services Coordination |
| City of LA GCP Additional Homeless Services | General City of LA Purpose funds support housing navigation services. | |

Identify which of the following equity improvement areas will be addressed by Key Action 6.

Equity Areas for Key Action 6

| Equity area | Description of how Key Action 6 will address system performance disparities and ensure racial and gender equity in this area (choose one) |
|-------------|---|
|-------------|---|

at a minimum, or more)

| | |
|------------------|---|
| Service Delivery | Efforts will be made to ensure inclusion of culturally specific services and client-centered practices in interim housing, which will help reduce the disparities that exist in the current interim housing system. |
|------------------|---|

Key Action 7

Description

Maintain funding for existing emergency shelter programs (popup shelters and motel vouchers in extreme weather conditions) and provide services to establish linkages to permanent housing. (City of LA – KA 7)

Identify which CA SPM(s) will be improved by Key Action 7 and how.

SPM Improvement Plan for Key Action 7

| CA SPM | Specific description of how Key Action 7 will improve this CA SPM |
|----------|---|
| CA SPM 3 | Emergency shelters provide another opportunity to engage clients and offer connections to housing navigation services so that more clients enter permanent housing. |

Clear metric for how success of Key Action 7 will be measured

Track the increase in the number of people able to move from unsheltered to sheltered status because of these additional resources.

Lead Entity for Key Action 7

City of Los Angeles

Collaborating entity/ies for Key Action 7

LAHSA, Emergency Shelter and Interim Housing providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 7

| Milestones for Key Action 7 | Target dates for Key Action 7 milestones |
|--|--|
| At least 200 more people will be sheltered in emergency shelters | 1/31/2027 |

Target date for completing Key Action 7

6/30/2029

Funding Sources for Key Action 7

Funding Sources for Key Action 7

| Funding source | Description of how the funding will contribute to the achievement of Key Action 7 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|---|--|
| HHAP 5 | City of LA HHAP funding will be used to maintain this existing | |

emergency shelter program services.

HHAP 6

City of LA HHAP 6 funding will be used to maintain this existing emergency shelter program services currently provided with HHAP-5 funds. Interim Housing Services and Services Coordination

Identify which of the following equity improvement areas will be addressed by Key Action 7.

Equity Areas for Key Action 7

| Equity area | Description of how Key Action 7 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|---|
| Service Delivery | Efforts will be made to ensure inclusion of culturally specific services and client-centered practices in interim housing, which will help reduce the disparities that exist in the current interim housing system. |

Key Action 8

Description

Continue to fund housing navigation and/or related services that ensure pathways to permanent housing continues to be a key component of service provider contracts. (City of LA – KA 8)

Identify which CA SPM(s) will be improved by Key Action 8 and how.

SPM Improvement Plan for Key Action 8

| CA SPM | Specific description of how Key Action 8 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Housing navigation services are an essential component of services delivery to ensure that clients find permanent housing, increasing exits to permanent housing and decreasing the average length of time homeless. |
| CA SPM 4 | Housing navigation services are an essential component of services delivery to ensure that clients find permanent housing, increasing exits to permanent housing and decreasing the average length of time homeless. |

Clear metric for how success of Key Action 8 will be measured

Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, and number of individuals placed in permanent housing through increased navigation.

Lead Entity for Key Action 8

City of Los Angeles

Collaborating entity/ies for Key Action 8

LAHSA, LA County, Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 8

Milestones for Key Action 8

Target dates for Key Action 8 milestones

At least 300 individuals will be contacted, 200 will be engaged, 100 will receive referrals, 100 will be placed in interim housing, and 75 will be placed in permanent housing

1/31/2027

Target date for completing Key Action 8

6/30/2029

Funding Sources for Key Action 8

Funding Sources for Key Action 8

| Funding source | Description of how the funding will contribute to the achievement of Key Action 8 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|--|---|
| HHAP 4-5 | City of LA HHAP funding will be used to maintain this existing housing navigation services. | |
| HHAP 6 | City of LA HHAP-6 funding will be used to maintain this existing housing navigation services currently provided with HHAP 4 and 5 funds. | Interim Housing Services and Services Coordination |
| City of LA GCP Additional Homeless Services | General City of LA Purpose funds support housing navigation services. | |
| HHAP 6 | City of LA HHAP-6 funding will be used to maintain this existing housing navigation services currently provided with HHAP 4 and 5 funds. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |

Identify which of the following equity improvement areas will be addressed by Key Action 8.

Equity Areas for Key Action 8

| Equity area | Description of how Key Action 8 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | Efforts will be made to embed culturally responsive health engagement and peer navigators in all teams, so that clients impacted by disparities will more likely stay engaged in the system. |

Key Action 9

Description

Use Rapid Rehousing (RRH) for encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed. (City of LA – KA 9)

Identify which CA SPM(s) will be improved by Key Action 9 and how.

SPM Improvement Plan for Key Action 9

| CA SPM | Specific description of how Key Action 9 will improve this CA SPM |
|----------|---|
| CA SPM 4 | Linking clients to time limited subsidies decreases the time they are waiting in interim housing or unsheltered homelessness. |

Clear metric for how success of Key Action 9 will be measured

Utilize HMIS to track the number of people moving from encampment resolution to RRH.

Utilize HMIS to track length of time since engagement of those who came to RRH from encampment resolution efforts.

Utilize HMIS to track PSH transfers from RRH for those who came to RRH from encampment resolution efforts.

Lead Entity for Key Action 9

City of Los Angeles

Collaborating entity/ies for Key Action 9

LA County CEO-Homeless Initiative (CEO-HI)

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 9

| Milestones for Key Action 9 | Target dates for Key Action 9 milestones |
|---|--|
| Continue targeted RRH efforts for encampment resolution cohorts. Establish eligibility and referral criteria for RRH-to-PSH transfer pathway. Include technical assistance to service providers to scale RRH for this use case. | 1/31/2027 |

Target date for completing Key Action 9

6/30/2029

Funding Sources for Key Action 9

Funding Sources for Key Action 9

| Funding source | Description of how the funding will contribute to the achievement of Key Action 9 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|---|--|
| HHAP 2-5 | LAHSA HHAP provides critical flexible funding and resources | |

| | | |
|------------------------------|--|-----------------------------------|
| | that enable local agencies and service providers to offer tailored, client-centered housing assistance, including RRH support. | |
| HHAP 2-5 | City of LA HHAP funding will be used to maintain this existing RRH efforts. | |
| HHAP 6 | LAHSA HHAP provides critical flexible funding and resources that enable local agencies and service providers to offer tailored, client-centered housing assistance, including RRH support. | Rapid Rehousing/ Rental Subsidies |
| LAHSA CoC HUD (Special NOFO) | LAHSA CoC HUD funds support RRH programs that offer time-limited rental subsidies and case management. The flexibility within HUD program guidelines allows communities to extend RRH assistance duration based on individual client needs, reducing risk of housing loss. | |
| ERF | ERF funds will support making connections to RRH for people experiencing unsheltered homelessness. | |
| LA County Measure H/A | LA County Measure H/A funds will provide support for existing RRH rehousing programs in the City of LA. | |
| HHAP 6 | City of LA HHAP funding will be used to maintain this existing RRH efforts. | Rapid Rehousing/ Rental Subsidies |

Identify which of the following equity improvement areas will be addressed by Key Action 9.

Equity Areas for Key Action 9

| Equity area | Description of how Key Action 9 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | City of LA will incorporate culturally competent, accessible wrap around services into encampment resolution efforts so that clients impacted by disparities will be more likely to stay engaged in the system. |

Key Action 10

Description

Continue to ease entitlement and permitting barriers to develop PSH to decrease the wait time of people experiencing homeless in interim beds. (City of LA – KA 10)

Identify which CA SPM(s) will be improved by Key Action 10 and how.

SPM Improvement Plan for Key Action 10

| CA SPM | Specific description of how Key Action 10 will improve this CA SPM |
|----------|---|
| CA SPM 4 | Shortening the time for capital projects that create more affordable housing will create more opportunities for permanent placements thereby decreasing the average length of time homeless |

Clear metric for how success of Key Action 10 will be measured

Tracking the number of new PSH beds in the City of LA

Tracking wait times for people in interim housing who are awaiting PSH referrals and placement

Lead Entity for Key Action 10

City of Los Angeles

Collaborating entity/ies for Key Action 10

City of LA - Department s of City Planning, Building and Safety

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 10

| Milestones for Key Action 10 | Target dates for Key Action 10 milestones |
|---|---|
| At least one (1) additional entitlement and/or permitting barrier will be removed | 1/31/2027 |

Target date for completing Key Action 10

6/30/2029

Funding Sources for Key Action 10

Funding Sources for Key Action 10

| Funding source | Description of how the funding will contribute to the achievement of Key Action 10 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|---|--|
| HHAP 5 | City of LA HHAP funds will be used to continue efforts to support the development of PSH. | |
| HHAP 6 | City of LA HHAP-6 funds will help | Administrative Costs |

cover the administrative functions of HHAP that support the City's work around PSH development.

General City of LA Fund (Prop HHH)

The General City of LA Fund will be used to pay for administrative costs needed for staff costs to reduce entitlement or permit wait times.

Identify which of the following equity improvement areas will be addressed by Key Action 10.

Equity Areas for Key Action 10

| Equity area | Description of how Key Action 10 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|---|---|
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. | By focusing on reducing entitlement or permit barriers in the City of LA and encouraging development in high-displacement-risk areas, more individuals and families impacted by disparities will be served. |
|---|---|

Key Action 11

Description

Engage with the City of LA's relevant departments to address the unique needs of homeless youth. Support the City of LA's existing youth interim and transitional housing sites to maintain services that move youth to RRH. (City of LA – KA 11)

Identify which CA SPM(s) will be improved by Key Action 11 and how.

SPM Improvement Plan for Key Action 11

| CA SPM | Specific description of how Key Action 11 will improve this CA SPM |
|----------|--|
| CA SPM 4 | Providing housing that takes into consideration the unique needs of homeless youth ensures successful permanent housing placements and can reduce the length of time homeless for youth. |

Clear metric for how success of Key Action 11 will be measured

Track the number of youth moving from interim housing to RRH and all referrals providing for education and job placement assistance. Track youth homeless engagement from outreach to interim housing and RRH placements utilizing HMIS.

Lead Entity for Key Action 11

City of Los Angeles

Collaborating entity/ies for Key Action 11

City of LA Departments of Economic & Workforce Development Department and the Community.

Investment for Families.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 11

| Milestones for Key Action 11 | Target dates for Key Action 11 milestones |
|---|---|
| At least 100 youth will move from interim housing to RRH | 1/31/2027 |
| At least 100 youth will move from outreach to interim housing or RRH placements | |
| Target date for completing Key Action 11 | |
| 6/30/2029 | |

Funding Sources for Key Action 11

Funding Sources for Key Action 11

| Funding source | Description of how the funding will contribute to the achievement of Key Action 11 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|---|--|
| HHAP 4-5 | City of LA HHAP will be used to maintain this existing services. | |
| HHAP 6 | City of LA HHAP-6 will be used to maintain this existing services currently provided with HHAP 4-5 funds. | YSA: Rapid Rehousing/ Rental Subsidies |
| HHAP 6 | City of LA HHAP-6 will be used to maintain this existing services currently provided with HHAP 4-5 funds. | YSA: Operating Expenses – Interim Housing |
| HHAP 6 | City of LA HHAP-6 will be used to maintain this existing services currently provided with HHAP 4-5 funds. | YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness |

Identify which of the following equity improvement areas will be addressed by Key Action 11.

Equity Areas for Key Action 11

| Equity area | Description of how Key Action 11 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | By prioritizing foster and justice-involved youth where BIPOC youth are overrepresented, the City of LA will address some of the ongoing system |

disparities.

Key Action 12

Description

Maintain City of LA linkages to needed services (psychiatric, substance abuse, and financial benefit) at interim housing locations to obtain and maintain permanent housing once secured. (City of LA – KA 12)

Identify which CA SPM(s) will be improved by Key Action 12 and how.

SPM Improvement Plan for Key Action 12

| CA SPM | Specific description of how Key Action 12 will improve this CA SPM |
|----------|---|
| CA SPM 5 | Providing supportive services after permanent housing placement ensures that the placement is maintained and reduces returns to homelessness. |

Clear metric for how success of Key Action 12 will be measured

Track any increase in the number of sustained permanent housing units.

Lead Entity for Key Action 12

City of Los Angeles

Collaborating entity/ies for Key Action 12

University of Southern California (USC) (MDT and Street Medicine), and other relevant partners.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 12

| Milestones for Key Action 12 | Target dates for Key Action 12 milestones |
|--|---|
| At least 100 or more people are retaining their housing and not returning to homelessness within six (6) months of exiting the homeless response system. | 1/31/2027 |

Target date for completing Key Action 12

6/30/2029

Funding Sources for Key Action 12

Funding Sources for Key Action 12

| Funding source | Description of how the funding will contribute to the achievement of Key Action 12 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 2-5 | City of LA HHAP will be used to maintain the existing service coordination services for permanent housing. | |

| | | |
|--------|---|--------------------------------------|
| HHAP 6 | City of LA HHAP-6 will be used to maintain the existing service coordination services for permanent housing that participants currently provided with HHAP 2-5 funds. | Operating Expenses – Interim Housing |
|--------|---|--------------------------------------|

| | |
|--------------------------|---|
| City of LA General Funds | City of LA General Funds will be used to support coordination of wraparound services. |
|--------------------------|---|

Identify which of the following equity improvement areas will be addressed by Key Action 12.

Equity Areas for Key Action 12

| Equity area | Description of how Key Action 12 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|---|
| Service Delivery | The City of LA's provision of trauma-informed and harm-reduction through a culturally competent and relevant framework will ensure linkages to other services are made and clients are stabilized and retain their housing. |

Key Action 13

Description
 Implement encampment resolution to move people from street to interim and permanent housing. (City of LA - KA 13)

Identify which CA SPM(s) will be improved by Key Action 13 and how.

SPM Improvement Plan for Key Action 13

| CA SPM | Specific description of how Key Action 13 will improve this CA SPM |
|----------|---|
| CA SPM 6 | Outreach and education encampment resolution efforts reduce the number of people residing in encampments and allows for placement from encampment to permanent units. |

Clear metric for how success of Key Action 13 will be measured
 Track HMIS data from street outreach to monitor the impact of encampment resolution efforts on participation in interim and permanent housing.

Lead Entity for Key Action 13
 City of Los Angeles

Collaborating entity/ies for Key Action 13
 LAHSA, LA County CEO-HI, LA County DHS, Homeless Service Providers, Local Jurisdiction Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 13

| Milestones for Key Action 13 | Target dates for Key |
|------------------------------|----------------------|
|------------------------------|----------------------|

Action 13 milestones

At least 200 people will move from street outreach to interim and/or permanent housing

1/31/2027

Target date for completing Key Action 13
6/30/2029

Funding Sources for Key Action 13

Funding Sources for Key Action 13

| Funding source | Description of how the funding will contribute to the achievement of Key Action 13 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|------------------------------|---|---|
| HHAP 5 | City of LA HHAP will be used to maintain this existing encampment resolution efforts currently supported with HHAP 5 funds. | |
| HHAP 6 | City of LA HHAP will be used to maintain this existing encampment resolution efforts currently supported with HHAP 5 funds. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |
| HHAP 6 | City of LA HHAP will be used to maintain this existing encampment resolution efforts currently supported with HHAP 5 funds. | Interim Housing Services and Services Coordination |
| HHAP 6 | City of LA HHAP will be used to maintain this existing encampment resolution efforts currently supported with HHAP 5 funds. | Operating Expenses – Interim Housing |
| City of LA General Funds | City of LA General Funds will support encampment resolution and connections to interim housing and permanent housing for those experiencing unsheltered homelessness. | |
| LAHSA CoC HUD (Special NOFO) | LAHSA CoC HUD funding provides essential support, dedicated personnel, and housing access necessary to transition individuals from unsheltered homelessness into | |

| | |
|-----------------------|--|
| | safe, stable housing through targeted housing navigation and rental subsidy assistance. |
| ERF | The most recent ERF grant funds will be used to execute contracts focusing on encampments in specific council districts. |
| LA County Measure H/A | LA County Measure H/A funds will support encampment resolution and connections to interim housing and permanent housing for those experiencing unsheltered homelessness. |

Identify which of the following equity improvement areas will be addressed by Key Action 13.

Equity Areas for Key Action 13

| Equity area | Description of how Key Action 13 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|---|
| Service Delivery | The City of LA’s provision of trauma-informed and harm-reduction through a culturally competent and relevant framework will ensure encampment resolution efforts reduce the disparities that may exist in the system. |

Key Action 14

Description

Maintain existing “A Bridge Home” sites to provide low-barrier interim housing options with connections to mainstream services. (City of LA – KA 14)

Identify which CA SPM(s) will be improved by Key Action 14 and how.

SPM Improvement Plan for Key Action 14

| CA SPM | Specific description of how Key Action 14 will improve this CA SPM |
|----------|---|
| CA SPM 6 | Low-barrier sites enable more people to move from unsheltered situations to interim housing and then more permanent housing placements. |

Clear metric for how success of Key Action 14 will be measured

Track existing interim housing sites including those currently under construction

Lead Entity for Key Action 14

City of Los Angeles

Collaborating entity/ies for Key Action 14

LA County

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 14

Milestones for Key Action 14

Target dates for Key Action 14 milestones

At least 60 interim housing sites exist in the City of LA throughout the entire grant term

6/30/2029

Target date for completing Key Action 14

6/30/2029

Funding Sources for Key Action 14

Funding Sources for Key Action 14

| Funding source | Description of how the funding will contribute to the achievement of Key Action 14 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------------|---|--|
| HHAP 2-5 | City of LA HHAP funding will be used to maintain existing "A Bridge Home" sites. | |
| HHAP 6 | City of LA HHAP funding will be used to maintain existing "A Bridge Home" sites. | Interim Housing Services and Services Coordination |
| City of LA General Funds | City of LA General Funds will support connections to mainstream services at existing "A Bridge Home" sites. | |
| Emergency Shelter Grant (ESG) | ESG funds will support services and service coordination provided at existing "A Bridge Home" sites. | |

Identify which of the following equity improvement areas will be addressed by Key Action 14.

Equity Areas for Key Action 14

| Equity area | Description of how Key Action 14 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | City of LA will incorporate culturally competent, accessible wrap around services into low barrier "A Bridge Home" sites so that clients impacted by disparities will more likely stay engaged in the system. |

Key Action 15

Description

Review the City of LA's homeless services procurement process to maintain housing navigation are included in City contracts. (City of LA – KA 15)

Identify which CA SPM(s) will be improved by Key Action 15 and how.

SPM Improvement Plan for Key Action 15

| CA SPM | Specific description of how Key Action 15 will improve this CA SPM |
|----------|--|
| CA SPM 6 | Addressing mental health needs is crucial to ensure folks transition from street outreach can secure and maintain permanent housing. |

Clear metric for how success of Key Action 15 will be measured

Implement and evaluate to gauge service provider staff's readiness and training in regard to providing culturally sensitive services.

Lead Entity for Key Action 15

City of Los Angeles

Collaborating entity/ies for Key Action 15

LAHSA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 15

| Milestones for Key Action 15 | Target dates for Key Action 15 milestones |
|--|---|
| Administer assessment tool to measure service provider cultural competency | 6/30/2026 |

Target date for completing Key Action 15

6/30/2029

Funding Sources for Key Action 15

Funding Sources for Key Action 15

| Funding source | Description of how the funding will contribute to the achievement of Key Action 15 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 2-5 | City of LA HHAP funding will maintain existing housing navigation efforts by supporting the procurement process. | |
| ERF | ERF contracts will provide housing navigation services and address behavioral health needs. | |

Identify which of the following equity improvement areas will be addressed by Key Action 15.

Equity Areas for Key Action 15

| Equity area | Description of how Key Action 15 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------------|--|
| Changes to procurement | City of LA will continue to incorporate culturally competent criteria to procurement procedures and efforts. |
|------------------------|--|

Key Action 16

Description

Increase housing placements through RRH in the city of Glendale. (Glendale – KA 1)

Identify which CA SPM(s) will be improved by Key Action 16 and how.

SPM Improvement Plan for Key Action 16

| CA SPM | Specific description of how Key Action 16 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | By focusing on increasing housing placements through RRH, the City of Glendale is taking a comprehensive approach to reducing homelessness in Glendale. |

Clear metric for how success of Key Action 16 will be measured

Success will be measured by increasing RRH beds and an expanding RRH housing placements.

Lead Entity for Key Action 16

Glendale CoC

Collaborating entity/ies for Key Action 16

Youth and Family CES Lead, Local Service Providers, Faith-based Organizations, School Districts, Hospitals

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 16

| Milestones for Key Action 16 | Target dates for Key Action 16 milestones |
|------------------------------|---|
|------------------------------|---|

| | |
|--|-----------|
| Increase housing placements by adding at least 40 RRH beds | 9/30/2026 |
|--|-----------|

Target date for completing Key Action 16

6/30/2029

Funding Sources for Key Action 16

Funding Sources for Key Action 16

| Funding source | Description of how the funding will contribute to the achievement of Key Action 16 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
|----------------|--|--|

| | | |
|----------|---|--|
| HHAP 2-5 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused | |
|----------|---|--|

| | | |
|--|---|---|
| | individuals and families into permanent housing through the City of Glendale's CES. HHAP-6 will provide funding once HHAP 2-5 funding comes to an end effective June 30, 2028. | |
| HHAP 6 | Glendale CoC HHAP funds will provide services along with RRH beds to quickly transition unhoused individuals and families into permanent housing through the City of Glendale's CES. HHAP-6 will provide funding once HHAP 2-5 funding comes to an end effective June 30, 2028. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |
| HHAP 6 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing through the City of Glendale's CES. HHAP-6 will provide funding once HHAP 2-5 funding comes to an end effective June 30, 2028. | Rapid Rehousing/ Rental Subsidies |
| HHAP 6 | Glendale CoC HHAP funds will provide diversion services to quickly transition unhoused individuals and families into permanent housing through the City of Glendale's CES. HHAP-6 will provide funding once HHAP 2-5 funding comes to an end effective June 30, 2028. | Prevention and Diversion |
| LA County Measure A/H | Measure A will replace funding provided by Measure H for RRH and supportive services to quickly house unsheltered households. | |
| Glendale CoC HUD NOFO | Glendale CoC funding will provide supportive services, RRH and PSH beds. | |
| Emergency Solutions Grant (ESG) including (RUSH funds) | ESG funding will provide additional RRH beds, homeless prevention and outreach services, including those fleeing domestic violence. | |

Identify which of the following equity improvement areas will be addressed by Key Action 16.

Equity Areas for Key Action 16

| Equity area | Description of how Key Action 16 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | The key action will address system performance disparities in housing placements by prioritizing equitable access to housing resources for racial and gender groups that experience higher rates of homelessness in the City of Glendale, which includes using data to identify and target outreach to underserved communities, ensuring culturally responsive case management, and partnering with organizations led by or serving these populations. |

Key Action 17

Description

Update outreach coordination maps to expand geographic coverage and access for the City of Glendale CoC. (Glendale – KA 2)

Identify which CA SPM(s) will be improved by Key Action 17 and how.

SPM Improvement Plan for Key Action 17

| CA SPM | Specific description of how Key Action 17 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Updating outreach coordination maps will improve the number of people accessing services who are homeless by ensuring that outreach efforts reach more areas throughout the City of Glendale to help identify and engage individuals who may have previously been missed, increasing connections to services and housing resources. |
| CA SPM 1b | Updating outreach coordination maps will improve the number of people accessing services who are homeless by ensuring that outreach efforts reach more areas throughout the City of Glendale to help identify and engage individuals who may have previously been missed, increasing connections to services and housing resources. |

Clear metric for how success of Key Action 17 will be measured

Success will be measured by increased contacts and engagement with people experiencing homelessness

Lead Entity for Key Action 17

Glendale CoC

Collaborating entity/ies for Key Action 17

LAHSA, Glendale PD CORE, Ascencia, Home Again LA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 17

| Milestones for Key Action 17 | Target dates for Key Action 17 milestones |
|---|---|
| Increase outreach and service coordination efforts to engage at least 50 additional individuals | 9/30/2026 |

Target date for completing Key Action 17
6/28/2028

Funding Sources for Key Action 17

Funding Sources for Key Action 17

| Funding source | Description of how the funding will contribute to the achievement of Key Action 17 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 5 | Glendale CoC HHAP-5 funding will support updating outreach maps by covering costs for data collection and staff coordination. This will help expand geographic coverage and improve access for the City of Glendale CoC. | |

Identify which of the following equity improvement areas will be addressed by Key Action 17.

Equity Areas for Key Action 17

| Equity area | Description of how Key Action 17 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | Updating outreach coordination maps will address system performance disparities by improving service delivery to racial and gender groups that experience higher rates of homelessness in the City of Glendale. By expanding geographic coverage and ensuring outreach teams are deployed strategically, the plan will reach underserved communities that have faced barriers to accessing services, which will promote more equitable access to services for all individuals experiencing homelessness. |

Key Action 18

Description

Support City of Glendale CoC outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness to needed resources and services with the ultimate goal of connecting them with permanent housing. (Glendale – KA 3)

Identify which CA SPM(s) will be improved by Key Action 18 and how.

SPM Improvement Plan for Key Action 18

| CA SPM | Specific description of how Key Action 18 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | By strengthening the capacity of outreach teams and coordinators to effectively engage unsheltered people experiencing homelessness, helping them navigate and access critical services and housing resources and by providing targeted support, such as staffing and training, outreach teams can engage with more individuals and make timely referrals to shelter, health care, and housing, the number of people |

experiencing unsheltered homelessness should be reduced.

CA SPM 1b By strengthening the capacity of outreach teams and coordinators to effectively engage unsheltered people experiencing homelessness, helping them navigate and access critical services and housing resources and by providing targeted support, such as staffing and training, outreach teams can engage with more individuals and make timely referrals to shelter, health care, and housing, the number of people experiencing unsheltered homelessness should be reduced.

Clear metric for how success of Key Action 18 will be measured

Success will be measured by comparing unsheltered homelessness reductions using PIT count data

Lead Entity for Key Action 18

Glendale CoC

Collaborating entity/ies for Key Action 18

LAHSA, Glendale PD CORE, Ascencia, Home Again LA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 18

Milestones for Key Action 18

Target dates for Key Action 18 milestones

Reduce unsheltered homelessness by helping at least 20 individuals

9/30/2026

Target date for completing Key Action 18

6/30/2029

Funding Sources for Key Action 18

Funding Sources for Key Action 18

Funding source

Description of how the funding will contribute to the achievement of Key Action 18

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

HHAP 5

Glendale CoC HHAP-5 will provide housing focused outreach with collaboration with Glendale CES and LA CoC for prioritization and matching in PSH.

LA County Measure H/A

LA County Measure H/A will fund outreach and coordination efforts, delivering targeted support to effectively engage unsheltered individuals experiencing homelessness and connect them to appropriate services and housing resources.

Local Measure S

Local Measure S will support CE Outreach, a designated City of Glendale outreach staff to support collaboration between the CES outreach provider and the City of Glendale’s CORE Team (Police dept).

ESG

ESG funding will help stabilize housing situations quickly and efficiently. It plays a vital role in creating a coordinated response system, connecting vulnerable populations to essential services, and ultimately supporting the transition from homelessness to permanent housing.

ESG-RUSH

ESG Rush funding will help stabilize housing situations quickly and efficiently. It plays a vital role in creating a coordinated response system, connecting vulnerable populations to essential services, and ultimately supporting the transition from homelessness to permanent housing.

Identify which of the following equity improvement areas will be addressed by Key Action 18.

Equity Areas for Key Action 18

| Equity area | Description of how Key Action 18 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

Service Delivery

This key action will improve service delivery by enhancing outreach teams’ ability to engage unsheltered individuals from racial and gender groups that experience higher rates of homelessness and barriers to services. By providing culturally responsive training and support, the outreach teams can build trust and effectively connect these populations to housing and resources.

Key Action 19

Description

Reduce homelessness among racial and ethnic groups, including Latinx communities, disproportionately impacted in the City of Glendale by enhancing targeted outreach and ensuring equitable access to housing resources. (Glendale – KA 4)

Identify which CA SPM(s) will be improved by Key Action 19 and how.

SPM Improvement Plan for Key Action 19

| CA SPM | Specific description of how Key Action 19 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | By focusing efforts on populations that experience higher rates of homelessness and by improving equitable access to housing resources, the action will help reduce barriers that contribute to prolonged homelessness for these groups, ensuring they receive services such as targeted outreach and culturally responsive services tailored to their unique needs. |

Clear metric for how success of Key Action 19 will be measured

Success will be measured by a reduction in homelessness among disproportionately impacted populations.

Lead Entity for Key Action 19

Glendale CoC

Collaborating entity/ies for Key Action 19

Ascencia, Home Again LA, LAHSA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 19

| Milestones for Key Action 19 | Target dates for Key Action 19 milestones |
|--|---|
| Increase housing placements by at least 20 for individuals from targeted racial and ethnic groups engaged through outreach | 9/30/2026 |

Target date for completing Key Action 19

6/30/2029

Funding Sources for Key Action 19

Funding Sources for Key Action 19

| Funding source | Description of how the funding will contribute to the achievement of Key Action 19 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 3-5 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing through the City of Glendale's CES. HHAP-6 will provide funding once HHAP-5 funding comes to an end effective June 30, 2028. | |
| HHAP 6 | Glendale CoC HHAP funds will provide additional RRH beds to | Services and Services Coordination for People |

| | | |
|--------------------------|--|---------------------------------------|
| | quickly transition unhoused individuals and families into permanent housing through the City of Glendale's CES. HHAP-6 will provide funding once HHAP-5 funding comes to an end effective June 30, 2028. | Experiencing Unsheltered Homelessness |
| LA County Measure H/A | Funding from County Measure H/A will provide housing focused outreach support to clients prior to enrollment in the HHAP program. Funding will support hotel vouchers, interim housing and other types of supportive services to ensure unhoused individuals and families regain stability as quickly as possible. | |
| Glendale CoC HUD NOFO | Glendale CoC Funding will provide supportive services, RRH and PSH beds. | |
| ESG | ESG funding will provide additional RRH beds, homeless prevention and outreach services, including those fleeing domestic violence. | |
| Glendale Local Measure S | Local Measure S will provide funds for year around interim sheltering, landlord incentives, and homeless prevention. | |

Identify which of the following equity improvement areas will be addressed by Key Action 19.

Equity Areas for Key Action 19

| Equity area | Description of how Key Action 19 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | This key action will address system performance disparities by improving service delivery to populations that face greater barriers to accessing homeless services. By collecting and analyzing demographic data regularly, the CoC can identify gaps in outreach and tailor services to meet the cultural, linguistic, and gender-specific needs of underserved groups. |

Key Action 20

Description

Increase Prevention & Diversion Services, like eviction prevention, to reduce first time homelessness of youth in the City of Glendale CoC. (Glendale – KA 5)

Identify which CA SPM(s) will be improved by Key Action 20 and how.

SPM Improvement Plan for Key Action 20

| CA SPM | Specific description of how Key Action 20 will improve this CA SPM |
|----------|--|
| CA SPM 2 | By intervening early with at-risk youth and connecting them to supportive resources before they become homeless, the action reduces first time youth homelessness and decreases inflow into the overall homeless system. |

Clear metric for how success of Key Action 20 will be measured

Success will be measured by an increase in the number of youth placed into permanent housing.

Lead Entity for Key Action 20

Glendale CoC

Collaborating entity/ies for Key Action 20

Home Again LA, Catholic of Charities, Armenian Relief Society

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 20

| Milestones for Key Action 20 | Target dates for Key Action 20 milestones |
|--|---|
| At least 4 additional youth will transition from the system to permanent housing | 6/30/2026 |

Target date for completing Key Action 20

6/30/2029

Funding Sources for Key Action 20

Funding Sources for Key Action 20

| Funding source | Description of how the funding will contribute to the achievement of Key Action 20 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 2-5 | Glendale CoC HHAP funds will help prevent homelessness and rapidly rehouse unsheltered youth. It will support early intervention services to keep at-risk youth housed and offers rental assistance, housing navigation, and case management to quickly connect unsheltered youth to stable housing. | |
| HHAP 6 | Glendale CoC HHAP funds will | Prevention and Diversion |

help prevent homelessness and rapidly rehouse unsheltered youth. It will support early intervention services to keep at-risk youth housed and offers rental assistance, housing navigation, and case management to quickly connect unsheltered youth to stable housing.

| | | |
|--------|--|-------------------------------|
| HHAP 6 | Glendale CoC HHAP funds will help prevent homelessness and rapidly rehouse unsheltered youth. It will support early intervention services to keep at-risk youth housed and offers rental assistance, housing navigation, and case management to quickly connect unsheltered youth to stable housing. | YSA: Prevention and Diversion |
|--------|--|-------------------------------|

| | | |
|-----------------------|--|--|
| LA County Measure H/A | Funding from County Measure H/A will provide housing focused outreach support to clients prior to enrollment in the HHAP program. Funding will support hotel vouchers, interim housing and other types of supportive services to ensure unhoused individuals and families regain stability as quickly as possible. | |
|-----------------------|--|--|

| | | |
|-----------------------|--|--|
| Glendale CoC HUD NOFO | Glendale CoC Funding will provide supportive services, RRH and PSH beds. | |
|-----------------------|--|--|

| | | |
|-----|--|--|
| ESG | ESG funding will provide additional RRH beds, homeless prevention and outreach services, including those fleeing DV. | |
|-----|--|--|

| | | |
|--------------------------|--|--|
| Glendale Local Measure S | Local Measure S will provide funds for year around interim sheltering, landlord incentive and homeless prevention. | |
|--------------------------|--|--|

Identify which of the following equity improvement areas will be addressed by Key Action 20.

Equity Areas for Key Action 20

Equity area

Description of how Key Action 20 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

This key action addresses system performance disparities by prioritizing prevention and diversion efforts for youth from racial and ethnic groups that are overrepresented among youth experiencing homelessness, including Latino population. By using disaggregated data to identify at-risk populations, the Glendale CoC can tailor services to the unique cultural and community needs of these youth, ensuring early interventions are accessible and effective.

Key Action 21

Description

Enhance permanent housing exits through prioritization of RRH in RFPs and increased program model implementation. (Glendale – KA 6)

Identify which CA SPM(s) will be improved by Key Action 21 and how.

SPM Improvement Plan for Key Action 21

| CA SPM | Specific description of how Key Action 21 will improve this CA SPM |
|----------|---|
| CA SPM 3 | By increasing the availability and effectiveness of RRH programs, which provide quick, short-term rental assistance and support services, more people will exit homelessness and maintain stable housing. By prioritizing RRH in RFPs and expanding its implementation the City of Glendale will make more timely housing placements, reduce the length of time individuals and families remain homeless, and increase the overall rate of permanent housing exits. |
| CA SPM 4 | By increasing the availability and effectiveness of RRH programs, which provide quick, short-term rental assistance and support services, more people will exit homelessness and maintain stable housing. By prioritizing RRH in RFPs and expanding its implementation the City of Glendale will make more timely housing placements, reduce the length of time individuals and families remain homeless, and increase the overall rate of permanent housing exits. |

Clear metric for how success of Key Action 21 will be measured

Success will be measured by an increase in RRH beds.

Lead Entity for Key Action 21

Glendale CoC

Collaborating entity/ies for Key Action 21

Home Again LA, Armenian Relief Society, Door of Hope

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 21

Milestones for Key Action 21

Target dates for Key Action 21 milestones

Increase housing placements by adding at least 40 RRH beds and expanding landlord incentives

9/30/2026

Target date for completing Key Action 21
6/30/2029

Funding Sources for Key Action 21

Funding Sources for Key Action 21

| Funding source | Description of how the funding will contribute to the achievement of Key Action 21 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| HHAP 2-5 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | |
| HHAP 6 | Glendale CoC HHAP 6 funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | Rapid Rehousing/ Rental Subsidies |
| LA County Measure H/A | County Measure A will replace funding provided by Measure H for RRH and supportive services to quickly house unsheltered households. | |
| Glendale CoC HUD NOFO | Glendale CoC funding will provide supportive services, RRH and PSH beds. | |
| ESG | Funding will provide additional RRH beds, homeless prevention and outreach services, including those fleeing domestic violence. | |

Identify which of the following equity improvement areas will be addressed by Key Action 21.

Equity Areas for Key Action 21

| Equity area | Description of how Key Action 21 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------------|---|
| Changes to procurement | This key action promotes racial and gender equity by prioritizing RRH in procurement processes, encouraging applications from organizations that serve or are led by communities disproportionately impacted by |

homelessness. By incorporating equity criteria into RFPs and funding decisions, the Glendale CoC ensures that resources are directed toward programs designed to address the unique barriers faced by marginalized racial and gender groups.

Key Action 22

Description

Expand rental subsidies for individuals and families in the City of Glendale. (Glendale – KA 7)

Identify which CA SPM(s) will be improved by Key Action 22 and how.

SPM Improvement Plan for Key Action 22

| CA SPM | Specific description of how Key Action 22 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Expanding rental subsidies will enable more individuals and families to move rapidly into permanent housing, reducing the length of time they experience homelessness. |
| CA SPM 4 | Expanding rental subsidies will enable more individuals and families to move rapidly into permanent housing, reducing the length of time they experience homelessness. |

Clear metric for how success of Key Action 22 will be measured

Success will be measured by an expansion in rental subsidies and an increase in housing placements.

Lead Entity for Key Action 22

Glendale CoC

Collaborating entity/ies for Key Action 22

LAHSA, Home Again, Catholic Charities, YWCA of Glendale/Pasadena, Ascencia, Armenian Relief Society

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 22

| Milestones for Key Action 22 | Target dates for Key Action 22 milestones |
|---|---|
| Increase current subsidy capacity by at least 10 additional units in the City of Glendale | 9/30/2027 |

Target date for completing Key Action 22

6/30/2029

Funding Sources for Key Action 22

Funding Sources for Key Action 22

| Funding source | Description of how the funding will contribute to the achievement of Key Action 22 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| | | |

| | | |
|-----------------------|---|-----------------------------------|
| HHAP 5 | HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | |
| HHAP 6 | HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | Rapid Rehousing/ Rental Subsidies |
| LA County Measure H/A | Funding from Measure H/A will provide housing focused outreach support to clients prior to enrollment in the HHAP program. Funding will support Hotel vouchers, interim housing and other types of supportive services to ensure unhoused individuals and families regain stability as quickly as possible. | |

Identify which of the following equity improvement areas will be addressed by Key Action 22.

Equity Areas for Key Action 22

| Equity area | Description of how Key Action 22 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | This key action will address system performance disparities by expanding rental subsidies to improve housing access for racial and gender groups disproportionately affected by homelessness. By reducing financial barriers, it ensures more equitable opportunities for stable housing, helping to close gaps in housing placements and retention. Targeted outreach and support alongside subsidy expansion will promote fair and inclusive housing outcomes across all communities. |

Key Action 23

Description

Preserve or expand permanent supportive housing and/or RRH (pending federal funding changes), enhance case management, and improve coordination with landlords and community partners in the City of Glendale. (Glendale – KA 8)

Identify which CA SPM(s) will be improved by Key Action 23 and how.

SPM Improvement Plan for Key Action 23

| CA SPM | Specific description of how Key Action 23 will improve this CA SPM |
|----------|--|
| CA SPM 3 | By expanding housing resources and strengthening support services to help remove |

barriers to housing placement and better coordinate with landlords and partners, the City of Glendale will increase the number of individuals and families transitioning from homelessness into stable, permanent housing.

Clear metric for how success of Key Action 23 will be measured

Success will be measured by an increase in the number of people exiting homelessness into permanent housing and expansion of housing resources.

Lead Entity for Key Action 23

Glendale CoC

Collaborating entity/ies for Key Action 23

Home Again LA Armenian Relief Society, Door of Hope

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 23

| Milestones for Key Action 23 | Target dates for Key Action 23 milestones |
|--|---|
| At least 40 households will exit homelessness into permanent housing | 9/30/2026 |

Target date for completing Key Action 23

6/30/2029

Funding Sources for Key Action 23

Funding Sources for Key Action 23

| Funding source | Description of how the funding will contribute to the achievement of Key Action 23 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| HHAP 3-5 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | |
| HHAP 6 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | Rapid Rehousing/ Rental Subsidies |
| LA County Measure H/A | LA County Measure A will replace funding provided by Measure H for RRH and supportive services to quickly house unsheltered households. | |
| Glendale CoC HUD NOFO | Glendale CoC Funding will | |

| | | |
|--------|---|----------------------|
| | provide supportive services, RRH and PSH beds. | |
| ESG | ESG funding will provide additional RRH beds, homeless prevention and outreach services, including those fleeing DV. | |
| HHAP 6 | Glendale CoC HHAP funds will support administration for HHAP-funded RRH work to facilitate planning and coordinating for case management and landlord partnerships. | Administrative Costs |

Identify which of the following equity improvement areas will be addressed by Key Action 23.

Equity Areas for Key Action 23

Equity area **Description of how Key Action 23 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

| | |
|------------------------|---|
| Changes to procurement | The Key Action will address system performance disparities by prioritizing equitable access to permanent housing for racial and gender groups disproportionately impacted by homelessness. This includes targeted outreach and tailored case management to remove barriers specific to these groups, ensuring they have the same opportunities for housing placement as others. By improving coordination with landlords and community partners, the system will actively work to reduce biases and increase culturally responsive housing options, helping to close gaps in housing outcomes and promote racial and gender equity. |
|------------------------|---|

Key Action 24

Description

Increase landlord engagement efforts to reduce homelessness among racial and ethnic groups, including Black or African American communities, disproportionately impacted in the City of Glendale. (Glendale – KA 9)

Identify which CA SPM(s) will be improved by Key Action 24 and how.

SPM Improvement Plan for Key Action 24

| CA SPM | Specific description of how Key Action 24 will improve this CA SPM |
|----------|---|
| CA SPM 3 | By building stronger relationships with landlords and offering incentives or support, the Glendale CoC can expand housing opportunities and speed up placements into permanent housing. |
| CA SPM 4 | By building stronger relationships with landlords and offering incentives or support, the Glendale CoC can expand housing opportunities and speed up placements into permanent housing. |

Clear metric for how success of Key Action 24 will be measured

Success will be measured by a decrease in the average length of time that people experienced homelessness while accessing services.

Lead Entity for Key Action 24

Glendale CoC

Collaborating entity/ies for Key Action 24

Home Again LA, Armenian Relief Society, Door of Hope, Ascencia

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 24

Milestones for Key Action 24

Target dates for Key Action 24 milestones

Reduce the average length of time individuals experience homelessness in the City of Glendale by at least 2% through enhanced housing placement and support services 9/30/2026

Target date for completing Key Action 24

6/30/2029

Funding Sources for Key Action 24

Funding Sources for Key Action 24

| Funding source | Description of how the funding will contribute to the achievement of Key Action 24 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| HHAP 3-5 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | |
| HHAP 6 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | Rapid Rehousing/ Rental Subsidies |
| Glendale CoC HUD NOFO | Glendale CoC Funding will provide supportive services, RRH and PSH beds. | |
| ESG | ESG funding will provide additional RRH beds | |
| LA County Measure A/H | Funding from County Measure H/A will provide housing focused | |

outreach support to clients prior to enrollment in the HHAP program.

HHAP 6

Glendale CoC HHAP funds will support the administrative work required to manage the coordination and planning for HHAP-funded RRH and landlord engagement efforts.

Administrative Costs

Identify which of the following equity improvement areas will be addressed by Key Action 24.

Equity Areas for Key Action 24

| Equity area | Description of how Key Action 24 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|---|
| Service Delivery | This key action will reduce system performance disparities by actively recruiting and engaging landlords who serve or are willing to work with ethnic groups disproportionately affected by homelessness. It will include training for landlords and providers on cultural competency and implicit bias to ensure fair treatment in housing placements. |
|------------------|---|

Key Action 25

Description

Reduce recidivism in the City of Glendale CoC through the expansion of supportive services and post-lease support. (Glendale – KA 10)

Identify which CA SPM(s) will be improved by Key Action 25 and how.

SPM Improvement Plan for Key Action 25

| CA SPM | Specific description of how Key Action 25 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|----------|--|
| CA SPM 5 | By expanding supportive services and providing comprehensive post-lease support, such as ongoing case management, financial counseling, conflict resolution, and connection to community resources, the City of Glendale will help individuals and families maintain their housing stability over the long term. |
|----------|--|

Clear metric for how success of Key Action 25 will be measured

Success will be measured by tracking the percentage of individuals who return to homelessness within 6 months of exiting the homelessness system into permanent housing.

Lead Entity for Key Action 25

Glendale CoC

Collaborating entity/ies for Key Action 25

Home Again, LA Armenian Relief Society, Door of Hope, Ascencia, LA County, City of Long Beach, City of LA, CES Entities for all 4 CoCs.

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 25

Milestones for Key Action 25

Target dates for Key Action 25 milestones

Reduce the percentage of individuals returning to homelessness within 6 months of exit by at least 2% 6/30/2027

Target date for completing Key Action 25
6/30/2029

Funding Sources for Key Action 25

Funding Sources for Key Action 25

| Funding source | Description of how the funding will contribute to the achievement of Key Action 25 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| HHAP 2-5 | Glendale CoC HHAP 2-5 funding will provide housing focused outreach with collaboration with Glendale CES and LA CoC for prioritization and matching in PSH. | |
| Glendale CoC HUD NOFO | Glendale CoC Funding will provide supportive services, RRH and PSH beds. | |
| ESG | ESG funding will provide additional RRH beds, homeless prevention and outreach services, including those fleeing domestic violence. | |

Identify which of the following equity improvement areas will be addressed by Key Action 25.

Equity Areas for Key Action 25

| Equity area | Description of how Key Action 25 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | This key action will reduce system performance disparities by ensuring that supportive services and post-lease assistance are accessible and culturally responsive to racial and gender groups that experience higher rates of housing instability and returns to homelessness, including Black and African American populations. By targeting resources to these populations, the CoC will improve housing retention and will decrease recidivism, promoting equitable and sustainable housing outcomes across all groups. |

Key Action 26

Description

Implement a targeted strategy in the City of Glendale CoC to increase successful placements focusing on prioritizing RRH, Housing First approaches, coordinated housing support, and case management, including for people exiting institutional settings. (Glendale – KA 11)

Identify which CA SPM(s) will be improved by Key Action 26 and how.

SPM Improvement Plan for Key Action 26

| CA SPM | Specific description of how Key Action 26 will improve this CA SPM |
|----------|---|
| CA SPM 6 | By prioritizing RRH and Housing First, this strategy will quickly move unsheltered individuals into permanent housing, reducing the number of people living on the streets. |

Clear metric for how success of Key Action 26 will be measured

Success will be measured by an increase in the number of people exiting from street outreach to permanent housing.

Lead Entity for Key Action 26

Glendale CoC

Collaborating entity/ies for Key Action 26

Home Again LA, Ascencia, Glendale PD, Outreach, CORE

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 26

| Milestones for Key Action 26 | Target dates for Key Action 26 milestones |
|---|---|
| Increase the number of placements from street homelessness to permanent housing by at least 10 individuals per contract | 9/30/2026 |

Target date for completing Key Action 26

6/30/2029

Funding Sources for Key Action 26

Funding Sources for Key Action 26

| Funding source | Description of how the funding will contribute to the achievement of Key Action 26 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 2-5 | Glendale CoC HHAP funds will provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. | |
| HHAP 6 | Glendale CoC HHAP funds will | Rapid Rehousing/ Rental |

provide additional RRH beds to quickly transition unhoused individuals and families into permanent housing. Subsidies

| | |
|--------------------------|--|
| LA County Measure H/A | County Measure A will replace funding provided by Measure H for RRH and supportive services to quickly house unsheltered households. |
| Glendale CoC HUD | Glendale CoC Funding will provide supportive services, RRH and PSH beds. |
| ESG | ESG Funding will provide additional RRH beds |
| Glendale Local Measure S | Local Measure S will provide funds for landlord incentive |
| HHAP 6 | Glendale CoC HHAP 6 funds will cover administrative responsibilities tied to managing RRH and permanent housing efforts, such as coordinating partners and overseeing grant administration. Administrative Costs |

Identify which of the following equity improvement areas will be addressed by Key Action 26.

Equity Areas for Key Action 26

| Equity area | Description of how Key Action 26 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | The Key Action prioritizes equitable housing placements by intentionally targeting individuals from racial and ethnic groups, as well as gender identities, that are disproportionately represented among people experiencing homelessness. Through the use of disaggregated data, the Glendale CoC will identify disparities in placement rates and remove barriers |

Key Action 27

Description

Move the City of Long Beach CoC's Homeless Management Information System (HMIS) data into the greater LA HMIS (Clarity) collaborative. (Long Beach – KA 1)

Identify which CA SPM(s) will be improved by Key Action 27 and how.

SPM Improvement Plan for Key Action 27

| CA SPM | Specific description of how Key Action 27 will improve this CA SPM |
|--------|--|
|--------|--|

CA SPM 1a Migrating the City of Long Beach CoC's HMIS into the LA regional HMIS collaborative will enable better tracking and coordination, which will help decrease the number of residents experiencing homelessness

Clear metric for how success of Key Action 27 will be measured

Confirm that the migration of the HMIS data is complete and in use by all Long Beach CoC/CES operations. Evaluate the efficiency of service delivery after change through a thorough CES Evaluation.

Lead Entity for Key Action 27

City of Long Beach

Collaborating entity/ies for Key Action 27

Long Beach CoC, LAHSA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 27

Milestones for Key Action 27

Target dates for Key Action 27 milestones

Migration of CES data complete

8/31/2025

Target date for completing Key Action 27

6/30/2028

Funding Sources for Key Action 27

Funding Sources for Key Action 27

Funding source

Description of how the funding will contribute to the achievement of Key Action 27

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

HUD Long Beach CoC

Long Beach CoC funds will cover primary costs of the HMIS merger, personnel (salary, wages, benefits, fringe, etc.), and HUD CoC HMIS grant is the primary source of HMIS funds for Long Beach CoC.

LA Care HHIP

LA Care HHIP grant is a one-time funding source provided by L.A. Care and Health Net (MCPs) to support the costs of a merger (primarily staffing). The merger will support Long Beach CoC with secure transfer of data between the CoC, LAHSA, and managed care administrators of CalAIM Community Supports.

| | |
|--------|---|
| HHAP 5 | Long Beach HHAP will cover primary costs of HMIS merger are personnel (salary, wages, benefits, fringe, etc.), and HHAP-5 is being utilized to support Long Beach CoC HMIS administration expenses. |
| HHAP 6 | Long Beach HHAP- will cover primary costs of HMIS merger are personnel (salary, wages, benefits, fringe, etc.), and HHAP-6 will be utilized to support Long Beach CoC HMIS administration expenses. |

Identify which of the following equity improvement areas will be addressed by Key Action 27.

Equity Areas for Key Action 27

| Equity area | Description of how Key Action 27 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | Having one singular system will create seamless and holistic capture of and access to LB CoC participant, provider, program, and system data to include secure access for Managed Care Plans. Streamlined data collection, analysis, and reporting is an equity measure for staff and participants, reducing the administrative burden for service providers and reducing barriers to access for persons experiencing homelessness. Further, by merging of HMIS data, this will allow Long Beach CoC/CES a streamlined pathway to participate in the adoption of LA Housing Assessment Tool (LA HAT), developed as result of the CESTTRR Project (CES Triage Tool Research and Refinement Project), a collaborative effort of LAHSA, USC, and United Way to evaluate LA CES triage and assessment tools for racial bias, as well as identify and propose alternative screening and assessment tools. The HMIS merger will facilitate additional LB CES refinements, including the transition to a validated assessment and triage tool designed specifically to mitigate and prevent bias in access to and prioritization for housing and services. |
| Housing Placements | The use of a singular system allows Long Beach CoC/CES to collect and analyze data on race, ethnicity, gender identity, age, disability, status and more. These data points will allow Long Beach CoC/CES to identify who is accessing housing and who is not, identify disparities in the length of time persons are experiencing homelessness as well as housing placement rates, and monitor whether historically marginalized groups are being equitably served. |

Key Action 28

Description

Increase accessibility to services in the City of Long Beach for Latinx population experiencing homelessness. Engage bilingual staff to conduct outreach, direct services, and partner engagement in

order to increase interim housing placement and retention. (Long Beach – KA 2)

Identify which CA SPM(s) will be improved by Key Action 28 and how.

SPM Improvement Plan for Key Action 28

| CA SPM | Specific description of how Key Action 28 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Engaging bilingual staff to conduct outreach, services and engagement will better support the Latinx population to help reduce their experiences of homelessness. |

Clear metric for how success of Key Action 28 will be measured

Measure the number of Latinx populations accessing services and compare to baseline

Lead Entity for Key Action 28

City of Long Beach

Collaborating entity/ies for Key Action 28

Long Beach CoC, City of Long Beach subrecipients

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 28

| Milestones for Key Action 28 | Target dates for Key Action 28 milestones |
|--|---|
| Reduce the number of Latinx accessing services by at least 25 people | 6/30/2027 |

Target date for completing Key Action 28

3/31/2028

Funding Sources for Key Action 28

Funding Sources for Key Action 28

| Funding source | Description of how the funding will contribute to the achievement of Key Action 28 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| HUD Long Beach CoC | Long Beach CoC funds will cover the primary costs of Long Beach outreach, engagement, and access services are personnel (salary, wages, benefits, fringe, etc.), and HUD Long Beach CoC MSC (SSO) grant is a primary source of funds for Long Beach CoC. | |
| LA County Measure H/A | County Measure H/A will cover the primary costs of Long Beach outreach, engagement, and access services are personnel | |

(salary, wages, benefits, fringe, etc.), and LA County Measure H/A are a primary source of funds for Long Beach CoC.

ERF-2

ERF will support Long Beach outreach, engagement, and access services are personnel (salary, wages, benefits, fringe, etc.) ERF funds are utilized for targeted, specific projects and locations to address the needs of unsheltered persons residing in encampments. Outreach and case management will be designed and implemented to address and support language access.

ERF-4

ERF will support Long Beach outreach, engagement, and access services are personnel (salary, wages, benefits, fringe, etc.) ERF funds are utilized for targeted, specific projects and locations to address the needs of unsheltered persons residing in encampments. Outreach and case management will be designed and implemented to address and support language access.

HHAP 2

Long Beach HHAP grants will provide for the primary costs of Long Beach outreach, engagement, and access services are personnel (salary, wages, benefits, fringe, etc.) HHAP 2 and 4 funds are utilized for targeted, specific projects and locations, including Library Case Managers and Social Workers. Library case management will be designed and implemented to address and support language access.

HHAP 4

Long Beach HHAP grants will provide for the primary costs of Long Beach outreach, engagement, and access services are personnel (salary,

wages, benefits, fringe, etc.)
 HHAP 2 and 4 funds are utilized for targeted, specific projects and locations, including Library Case Managers and Social Workers. Library case management will be designed and implemented to address and support language access.

Identify which of the following equity improvement areas will be addressed by Key Action 28.

Equity Areas for Key Action 28

| Equity area | Description of how Key Action 28 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|--|
| Service Delivery | <p>The City of Long Beach is committed to improving equitable access to homeless services for its Latinx population through targeted outreach, bilingual engagement, and culturally responsive programming. This effort is anchored in this Key Action, which focuses on increasing accessibility for Latinx individuals experiencing homelessness by deploying bilingual staff across outreach, direct services, and systems-level engagement. This Key Action directly advances California System Performance Measure 1a by increasing the number of people accessing services, particularly among historically underserved communities. By improving communication and trust between service providers and Latinx individuals, the initiative aims to reduce barriers to service entry, support interim housing placements, and enhance retention outcomes. Language access is embedded across project implementation. Bilingual personnel are funded through a braided approach that includes HUD CoC (SSO), Measure H and A, ERF 2 and 4, and HHAP 2 and 4. These sources support staff salaries and allow for deployment in locations such as libraries and encampments where the need for culturally and linguistically appropriate engagement is critical. In particular, ERF and HHAP funds enable targeted outreach and case management models that prioritize language access in high-need areas. By centering outreach and service delivery around the needs of Latinx community members, this Key Action also advances equity goals, helping to close disparities in access and outcomes. Progress will be measured through tracking the number of Latinx individuals accessing services over time, compared to baseline data, with milestones and outcome targets set for 2027 and 2028. Collectively, this initiative represents a data-informed, community-responsive investment in reducing racial and linguistic disparities while improving overall system performance.</p> |
|------------------|--|

Key Action 29

Description

Maintain/preserve shelter capacity and ensure full utilization and occupancy withing non-congregate shelter in the City of Long Beach. (Long Beach – KA 3)

Identify which CA SPM(s) will be improved by Key Action 29 and how.

SPM Improvement Plan for Key Action 29

| CA SPM | Specific description of how Key Action 29 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|-----------|---|
| CA SPM 1b | Ensuring shelter occupancy is fully utilized will prevent unsheltered homelessness. |
|-----------|---|

Clear metric for how success of Key Action 29 will be measured

Monitor and measure nightly occupancy and utilization of non-congregate shelter, ensuring at least 95% of beds (171 bed occupancy out of 180 bed capacity) are occupied at any given time

Lead Entity for Key Action 29

City of Long Beach

Collaborating entity/ies for Key Action 29

Long Beach CoC, LA County CEO-HI

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 29

| Milestones for Key Action 29 | Target dates for Key Action 29 milestones |
|------------------------------|---|
|------------------------------|---|

| | |
|--|-----------|
| At least 180 non-congregate shelter beds continue to be available for unsheltered homelessness | 1/31/2027 |
|--|-----------|

Target date for completing Key Action 29

6/30/2028

Funding Sources for Key Action 29

Funding Sources for Key Action 29

| Funding source | Description of how the funding will contribute to the achievement of Key Action 29 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
|----------------|--|--|

| | | |
|----------|--|--|
| HHAP 2-5 | Long Beach HHAP funds are being utilized for operating subsidies and reserves to support the operational expenses of the City's two (2) PHK projects – Best Western (102 units) and Luxury Inn (80 units). Best Western is currently operational, and Luxury Inn should come online July 2025. Both sites are operated under contract with non-profit homeless services provider First to Serve. | |
|----------|--|--|

| | | |
|--------|--|--------------------------------------|
| HHAP 6 | Long Beach HHAP funds are being utilized for operating | Operating Expenses – Interim Housing |
|--------|--|--------------------------------------|

subsidies and reserves to support the operational expenses of the City's two (2) PHK projects – Best Western (102 units) and Luxury Inn (80 units). Best Western is currently operational, and Luxury Inn should come online July 2025. Both sites are operated under contract with non-profit homeless services provider First to Serve.

LA County Measure H/A

LA County Measure H/A funds are being utilized for City of Long Beach operations & maintenance expenses (utilities, security, maintenance, repairs, etc.) in support of the City of Long Beach's two (2) Project Homekey projects – Best Western (102 units) and Luxury Inn (80 units). Best Western is currently operational, and Luxury Inn is scheduled to come online July 2025. Both sites are operated under contract with non-profit homeless services provider First to Serve.

HOME-ARP

HOME-ARP is being utilized for City of Long Beach operations & maintenance expenses (utilities, security, maintenance, repairs, etc.), as well as subrecipient services costs in support of the City of Long Beach's two (2) Project Homekey projects – Best Western (102 units) and Luxury Inn (80 units). Best Western is currently operational, and Luxury Inn is scheduled to come online July 2025. Both sites are operated under contract with non-profit homeless services provider First to Serve.

Identify which of the following equity improvement areas will be addressed by Key Action 29.

Equity Areas for Key Action 29

Equity area

Description of how Key Action 29 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

To reduce unsheltered homelessness and ensure equitable access to high-quality shelter, the City of Long Beach is implementing this Key Action, which focuses on maintaining and maximizing occupancy across its non-congregate shelter (NCS) portfolio. This strategy is directly aligned with California System Performance Measure 1b by ensuring that existing shelter resources remain fully operational and utilized, ultimately reducing the number of individuals experiencing unsheltered homelessness on any given night. The City, in partnership with HUD, HCD, LA County CEO-HI, City of Long Beach Community Development department, and non-profit service provider First to Serve, is preserving and operating 182 units of non-congregate shelter across two Project Homekey (PHK) sites: the already operational Best Western (102 units) and the soon-to-launch Luxury Inn (80 units, projected online July 2025). Ensuring that these units remain available and consistently occupied enhances system performance by increasing shelter capacity and preventing backslide in the face of ongoing need. A diverse set of funding sources supports this comprehensive effort. HHAP Rounds 2 through 6 provide essential operating subsidies and reserves, ensuring the continued availability of shelter beds. Local funds from Measure H/A sustain daily operations, including utilities, security, and maintenance, while HOME-ARP and CDBG-CV supplement both operational needs and critical supportive services. This multi-funding approach not only secures physical shelter capacity but also improves the quality and accessibility of shelter through stable infrastructure and wraparound supports. In terms of equity, non-congregate shelters offer safer and more dignified environments, especially for vulnerable populations such as women, seniors, and individuals with disabilities or health conditions. By investing in non-congregate shelter models and ensuring full utilization, the City is advancing equitable access to shelter and reducing disparities in who can safely and stably exit homelessness.

Housing Placements

Long Beach CoC operating shelters are one of the main access points to permanent housing resources and placements. Shelters provide an opportunity for persons experiencing homelessness to be supported through case management, document readiness, and housing navigation. Two of Long Beach's interim housing sites, congregate shelters, have designated Housing Navigators funded by LAHSA that focus on housing search and placement. Additionally, Long Beach CoC leverages our Housing Navigators that provide additional support for housing and placement to those who aren't connected to a Housing Navigator funded by LAHSA. With beds being consistently filled, more persons experiencing homelessness can be engaged, assessed, and prioritized for permanent housing. This helps to ensure that historically marginalized populations are connected to a permanent housing resource.

Key Action 30

Description

Update equity evaluation framework and identify key policy changes for the City of Long Beach CoC to minimize exits to homelessness for justice involved persons and increase access to and accessibility of interim housing for persons who identify as nonbinary, gender queer, gender nonconforming. (Long Beach – KA 4)

Identify which CA SPM(s) will be improved by Key Action 30 and how.

SPM Improvement Plan for Key Action 30

| CA SPM | Specific description of how Key Action 30 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Minimizing exits to homelessness will reduce the number of people experiencing unsheltered homelessness exiting the criminal legal system. |
| CA SPM 4 | Minimizing exits to homelessness will reduce the number of people experiencing unsheltered homelessness exiting the criminal legal system. |

Clear metric for how success of Key Action 30 will be measured

An equity framework has been adopted by the Long Beach City Council, and any policy changes have been adopted by the City of Long Beach CoC. Utilize the City Homeless Strategic Planning process to identify opportunities for new or updated policies and/or updates to the equity framework addressing City. Measure baseline and compare after policy changes have been adopted.

Lead Entity for Key Action 30

City of Long Beach

Collaborating entity/ies for Key Action 30

Long Beach CoC, LA County

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 30

| Milestones for Key Action 30 | Target dates for Key Action 30 milestones |
|---|---|
| Reduce the number of people exiting the criminal legal system into homelessness by at least 69 people | 1/31/2027 |

Target date for completing Key Action 30

10/31/2027

Funding Sources for Key Action 30

Funding Sources for Key Action 30

| Funding source | Description of how the funding will contribute to the achievement of Key Action 30 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------|--|--|
| LA County General Funds | LA County General Funds made available by LAHSA will be used in support of the daily operations of interim housing programming at the City of Long Beach's Atlantic Bridge Community and 702 W. Anaheim programs, both operated under contract with non- | |

| | | |
|-----------------------|--|--------------------------------------|
| | profit service provider, First to Serve. | |
| LA County Measure H/A | LA County Measure H/A funds made available by LA County CEO-HI will be used in support of the daily operations of interim housing programming at the City of Long Beach’s Atlantic Bridge Community, 702 W. Anaheim, Best Western, and Luxury Inn - all operated under contract with non-profit service provider, First to Serve. | |
| HHAP 2-5 | Long Beach HHAP rounds made available by HCD will be used in support of the daily operations of interim housing programming at the City of Long Beach’s Atlantic Bridge Community, 702 W. Anaheim, Best Western, Luxury Inn, and TAY Navigation Center - all operated under contract with non-profit service provider, First to Serve, with the exception of the TAY Navigation Center, which will be operated by April Parker Foundation. HHAP-5 will be used specifically for systems support. | |
| HHAP 6 | Long Beach HHAP rounds made available by HCD will be used in support of the daily operations of interim housing programming at the City of Long Beach’s Atlantic Bridge Community, 702 W. Anaheim, Best Western, Luxury Inn, and TAY Navigation Center - all operated under contract with non-profit service provider, First to Serve, with the exception of the TAY Navigation Center, which will be operated by April Parker Foundation. | Operating Expenses – Interim Housing |

Identify which of the following equity improvement areas will be addressed by Key Action 30.

Equity Areas for Key Action 30

| Equity area | Description of how Key Action 30 will address system performance disparities and ensure racial and gender equity in this area (choose one) |
|-------------|--|
|-------------|--|

at a minimum, or more)

Service Delivery

The City of Long Beach Continuum of Care (CoC) is advancing a systemwide transformation of interim housing with a dual focus on equity and performance. This Key Action targets structural and programmatic reforms to increase access to and quality of shelter for historically underserved groups—particularly justice-involved individuals and those identifying as nonbinary, gender nonconforming, or gender queer—while improving shelter utilization, throughput, and housing exits. This initiative aligns with CA System Performance Measures 1b and 4 by seeking to (1) reduce unsheltered homelessness through better shelter accessibility and (2) reduce the average length of time individuals experience homelessness by addressing systemic barriers to entry, improving service delivery, and facilitating smoother transitions to permanent housing. The action is supported through a coordinated investment strategy leveraging County General Funds (via LAHSA), County Measure H/A and Measure H, and HHAP Rounds 2–6. These funds support the daily operations and enhancements of multiple interim housing programs including Atlantic Bridge Community, 702 W. Anaheim, Best Western, Luxury Inn, and the forthcoming TAY Navigation Center. Operator First to Serve, with technical support from LAHSA, the City, and TAC, is implementing Housing First, harm reduction, trauma-informed care, and the Equal Access Rule to ensure services meet the needs of marginalized populations. A central component of this effort is the refinement and operationalization of the City’s equity evaluation framework. Through Phase II of its Homelessness Strategic Plan, Long Beach is procuring a consultant to assess demographic disparities across program types, analyze fiscal impact, and recommend actionable policy changes. These changes will be guided by predictive systems modeling tools, such as HUD’s Stella Performance and Stella Modeling, to evaluate the impacts of expanded services, increased shelter flow, and population-specific interventions.

Key Action 31

Description

Increase Prevention & Diversion services to reduce first time homelessness in the City of Long Beach CoC. (Long Beach – KA 5)

Identify which CA SPM(s) will be improved by Key Action 31 and how.

SPM Improvement Plan for Key Action 31

| CA SPM | Specific description of how Key Action 31 will improve this CA SPM |
|----------|---|
| CA SPM 2 | Increasing prevention and diversion services will reduce the number of people experiencing homelessness for the first time. |

Clear metric for how success of Key Action 31 will be measured

Track and analyze APR and HDIS data. Track the number of new entries into Long Beach HMIS and measure increase/decrease in the number of first time homeless in the system before and after program implementation.

Lead Entity for Key Action 31

City of Long Beach

Collaborating entity/ies for Key Action 31
 Long Beach CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 31

Milestones for Key Action 31

Target dates for Key Action 31 milestones

Reduce first time homelessness by at least 17 people

3/31/2027

Target date for completing Key Action 31

6/30/2028

Funding Sources for Key Action 31

Funding Sources for Key Action 31

Funding source

Description of how the funding will contribute to the achievement of Key Action 31

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

LA County Measure H/A

LA County Measure H/A funds will pay for rental arrears and ongoing rental assistance. The Homelessness Prevention (HP) program is designed to prevent individuals who are at risk of becoming homeless. The services aim to help rent-burdened, low-income households resolve a housing crisis that would otherwise cause them to lose their homes.

ESG

ESG Funds will pay for rental arrears and ongoing rental assistance. The Homelessness Prevention (HP) program is designed to prevent individuals who are at risk of becoming homeless. The services aim to help rent-burdened, low-income households resolve a housing crisis that would otherwise cause them to lose their homes.

HHAP 5

Long Beach HHAP-5 funds will pay for rental arrears and ongoing rental assistance. The Homelessness Prevention (HP) program is designed to prevent

individuals who are at risk of becoming homeless. The services aim to help rent-burdened, low-income households resolve a housing crisis that would otherwise cause them to lose their homes.

Identify which of the following equity improvement areas will be addressed by Key Action 31.

Equity Areas for Key Action 31

| Equity area | Description of how Key Action 31 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------------|---|
| Housing Retention | <p>To prevent housing instability and prevent persons who are severely rent-burdened and/or precariously housed from falling into homelessness, the City of Long Beach is expanding its Homelessness Prevention and Diversion programming under this Key Action, with the goal of significantly reducing first-time entries into the homelessness system. This strategic initiative directly supports California System Performance Measure 2 by increasing early interventions for individuals and families at imminent risk of homelessness, thereby reducing inflow and supporting long-term housing stability.</p> <p>A coordinated blend of funding—including County Measure H and A, ESG, and HHAP Round 5 provides the foundation for this work. These resources support the expansion of prevention services across two nonprofit providers, using a slot-based allocation model that ensures consistent availability of service slots and program coverage throughout the year. Each slot is supported at \$15,400 annually and includes the full scope of operational and supportive services needed to stabilize households in crisis. Services are designed to be flexible and individualized, targeting the diverse and often compounding needs of rent-burdened, low-income households. Supports include rental arrears payments, short- to medium-term rental assistance, legal assistance, landlord mediation, and housing conflict resolution. For households who cannot remain in their current units, relocation and stabilization assistance is made available to help secure and sustain new housing placements. This multi-faceted approach directly supports housing retention, reduces returns to homelessness, and increases system capacity by freeing up space for households with higher-acuity needs. By intervening upstream, the program improves system performance and prevents unnecessary cycling through emergency shelter and crisis response systems. Importantly, this effort is rooted in equity. Prevention and diversion services are specifically designed to reach and support households who are disproportionately at risk of homelessness, including people of color, immigrants, LGBTQ+ individuals, and families with children. Subrecipients are guided by a Housing First framework and trauma-informed practices to ensure access is low-barrier, culturally responsive, and inclusive.</p> |

Key Action 32

Description

Expand RRH in the City of Long Beach CoC. (Long Beach – KA 6)

Identify which CA SPM(s) will be improved by Key Action 32 and how.

SPM Improvement Plan for Key Action 32

| CA SPM | Specific description of how Key Action 32 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Expanding RRH will enhance permanent housing exits. |

Clear metric for how success of Key Action 32 will be measured

Use data reports to evaluate the effectiveness of RRH programs and other interventions aimed at increasing exits to permanent housing.

Lead Entity for Key Action 32

City of Long Beach

Collaborating entity/ies for Key Action 32

Long Beach CoC, Long Beach Homeless Services Bureau, Long Beach CoC, City of Long Beach Community Development, Homeless Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 32

| Milestones for Key Action 32 | Target dates for Key Action 32 milestones |
|---|---|
| Add at least 43 more RRH slots in the City of Long Beach | 9/30/2027 |
| Add at least 24 additional RRH slots in the City of Long Beach Add at least 24 additional RRH slots in the City of Long Beach | |

Target date for completing Key Action 32

3/31/2028

Funding Sources for Key Action 32

Funding Sources for Key Action 32

| Funding source | Description of how the funding will contribute to the achievement of Key Action 32 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 3-4 | Long Beach HHAP Funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to | |

move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available.

HHAP 6

Long Beach HHAP Funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available.

Rapid Rehousing/ Rental Subsidies

LA County Measure H/A

LA County Measure H/A funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available.

HUD Long Beach CoC

HUD Long Beach CoC funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction,

crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available.

ESG

ESG funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. Financial assistance provided through the RRH program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc.

ERF-2

ERF-2 funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. ERF-2 RRH funds are being deployed, specifically, to serve persons experiencing unsheltered homelessness in and around the Billie Jean King Library and Lincoln Park in downtown Long Beach.

Identify which of the following equity improvement areas will be addressed by Key Action 32.

Equity Areas for Key Action 32

| Equity area | Description of how Key Action 32 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | <p>Under this Key Action, the City of Long Beach is expanding its Rapid Rehousing (RRH) capacity by adding at least 43 additional RRH slots across the CoC, a strategic investment that will directly increase permanent housing placements and improve outcomes aligned with California System Performance Measure 3. RRH is a proven, Housing First-oriented crisis response strategy that rapidly transitions people from homelessness into permanent housing with supportive services and financial assistance tailored to their needs. This expansion is being made possible through a coordinated blend of federal, state, and local resources, including Long Beach HHAP Rounds 3, 4, and 6; County Measure H/A and Measure H; HUD CoC and ESG; and ERF-2 funding. Together, these resources cover essential RRH program costs such as rental and move-in assistance, security deposits, utility support, application fees, and basic furnishings, as well as case management services delivered through a progressive assistance model. This flexible approach ensures that participants receive the exact level of support needed to obtain and retain housing stability. The RRH expansion will also serve specialized populations and geographies. HHAP Rounds 3 and 4 prioritize Transition Age Youth (TAY), while HHAP-6 broadens the reach to include single adults. ERF-2 RRH efforts are focused specifically on individuals experiencing unsheltered homelessness in and around the Billie Jean King Library and Lincoln Park, targeting high-need, high-visibility areas of downtown Long Beach. All RRH efforts are grounded in low-barrier, harm reduction, and trauma-informed practices, ensuring equitable access for populations historically marginalized within housing systems—including people of color, LGBTQ+ individuals, and people with disabling conditions. Services are designed to reduce administrative burdens on clients and respond flexibly to varying levels of need, thereby reducing disparities in housing access and retention. This comprehensive, equity-informed investment in RRH is expected to significantly improve system performance by increasing exits to permanent housing, reducing lengths of time experiencing homelessness, and lowering rates of returns to homelessness. Outcomes will be monitored through HMIS data and program reports to assess effectiveness and ensure continuous improvement.</p> |

Key Action 33

Description

Continue to apply for new housing opportunities through the City of Long Beach CoC to expand the quantity of housing subsidies. (Long Beach – KA 7)

Identify which CA SPM(s) will be improved by Key Action 33 and how.

SPM Improvement Plan for Key Action 33

| CA SPM | Specific description of how Key Action 33 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Securing new housing opportunities will increase the number of housing subsidies and |

increase the number of people exiting to permanent housing with subsidies

Clear metric for how success of Key Action 33 will be measured

Identify funding sources that the City of Long Beach Homeless Services Bureau (and/or other City bureaus or departments) may be eligible for, applying, and being awarded additional resources to increase the availability of housing subsidies.

Lead Entity for Key Action 33

City of Long Beach

Collaborating entity/ies for Key Action 33

Long Beach CoC, Long Beach Homeless Services, Long Beach CoC, City of Long Beach Housing Authority, City of Long Beach Community Development, Homeless Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 33

| Milestones for Key Action 33 | Target dates for Key Action 33 milestones |
|-----------------------------------|---|
| Obtain two new funding resource/s | 12/31/2027 |

Target date for completing Key Action 33

6/30/2028

Funding Sources for Key Action 33

Funding Sources for Key Action 33

| Funding source | Description of how the funding will contribute to the achievement of Key Action 33 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---------------------------------------|--|--|
| HUD Long Beach CoC – Admin & Planning | Long Beach CoC grant seeking and fund development is led by the Homeless Services Bureau’s Administrative Operations division, with support from the City of Long Beach Manager’s Office of Homeless Strategy and Partnerships (OHSP). Long Beach CoC Admin and Planning funds support Admin & OHSP staff, funding personnel costs necessary to support strategic planning, system planning, system modeling, regional planning, and community planning activities necessary to collect, analyze, and synthesize information to identify funding needs and funding sources and | |

| | | |
|----------------|--|---|
| HOME-ARP Admin | prepare and submit applications. | Long Beach CoC grant seeking and fund development is led by the Homeless Services Bureau's Administrative Operations division, with support from the City of Long Beach Manager's Office of Homeless Strategy and Partnerships (OHSP). HOME-ARP Admin supports Admin & OHSP staff, funding personnel costs necessary to support strategic planning, system planning, system modeling, regional planning, and community planning activities necessary to collect, analyze, and synthesize information to identify funding needs and funding sources and prepare and submit applications. |
| HHAP 5 | Long Beach CoC grant seeking and fund development is led by the Homeless Services Bureau's Administrative Operations division, with support from the City of Long Beach Manager's Office of Homeless Strategy and Partnerships (OHSP). Long Beach HHAP Planning funds support Admin & OHSP staff, funding personnel costs necessary to support strategic planning, system planning, system modeling, regional planning, and community planning activities necessary to collect, analyze, and synthesize information to identify funding needs and funding sources and prepare and submit applications. | |
| HHAP 6 | Long Beach CoC grant seeking and fund development is led by the Homeless Services Bureau's Administrative Operations division, with support from the City of Long Beach Manager's Office of Homeless Strategy and Partnerships (OHSP). Long Beach HHAP-6 funds support Admin & OHSP staff, funding | Administrative Costs |

personnel costs necessary to support strategic planning, system planning, system modeling, regional planning, and community planning activities necessary to collect, analyze, and synthesize information to identify funding needs and funding sources and prepare and submit applications.

LA County Measure H/A

Long Beach CoC grant seeking and fund development is led by the Homeless Services Bureau's Administrative Operations division, with support from the City Manager's Office of Homeless Strategy and Partnerships (OHSP). County Measure H/A funds support Admin & OHSP staff, funding personnel costs necessary to support strategic planning, system planning, system modeling, regional planning, and community planning activities necessary to collect, analyze, and synthesize information to identify funding needs and funding sources and prepare and submit applications.

CDBG-CV Admin

Long Beach CoC grant seeking and fund development is led by the Homeless Services Bureau's Administrative Operations division, with support from the City Manager's Office of Homeless Strategy and Partnerships (OHSP). CDBG-CV Admin funds made available by HCD's PHK program supports Admin & OHSP staff, funding personnel costs necessary to support strategic planning, system planning, system modeling, regional planning, and community planning activities necessary to collect, analyze, and synthesize information to identify funding needs and funding sources and prepare and submit applications.

Identify which of the following equity improvement areas will be addressed by Key Action 33.

Equity Areas for Key Action 33

| Equity area | Description of how Key Action 33 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | <p>Through this Key Action, the Long Beach Continuum of Care (CoC) is actively expanding its grant-seeking and fund development capacity to secure new and diversified sources of funding for permanent housing subsidies. This strategic effort, led by the City of Long Beach Homeless Services Bureau’s Administrative Operations Division and supported by the Office of Homeless Strategy and Partnerships (OHSP), is grounded in comprehensive system planning and modeling, supported by multiple planning and administrative funding sources—including HUD CoC Admin & Planning, HOME-ARP Admin, HHAP-5, County Measure H, and CDBG-CV Admin. These investments support the personnel and infrastructure needed to conduct robust equity-driven strategic planning, analyze funding landscapes, identify opportunities, and develop competitive applications for new housing resources. Planning efforts include qualitative and quantitative assessments of community need, program design, resource leveraging, and outcomes projections—ensuring proposals are not only responsive to funder priorities but also tailored to Long Beach’s unique service gaps and population needs. By increasing capacity for resource development, the Long Beach CoC is better positioned to secure new permanent housing subsidies, expand the number of affordable housing placements, and scale solutions proportionate to the region’s homelessness challenges. Specifically, the initiative aims to obtain at least two new funding sources by 2027, enabling the CoC to further invest in permanent housing solutions, reduce the number of individuals experiencing homelessness, and increase system flow through greater housing throughput. These efforts also reinforce system performance improvements, particularly in SPM 3: the number of people exiting homelessness to permanent housing. By bolstering resource infrastructure, the CoC enhances its ability to address inflow and outflow system dynamics, adapt to inflationary pressures, and fund long-term sustainability and scalability of housing programs. Critically, the CoC’s approach embeds equity as a foundational principle, ensuring funding strategies, planning models, and program designs prioritize underserved populations, reduce racial disparities in housing access, and elevate the voices of impacted communities. As Long Beach strengthens its ability to pursue and secure targeted investments, it is laying the groundwork for a more equitable, effective, and enduring homeless services system centered on housing stability and opportunity for all.</p> |

Key Action 34

Description

Increase supply of affordable housing in the City of Long Beach CoC. (Long Beach – KA 8)

Identify which CA SPM(s) will be improved by Key Action 34 and how.

SPM Improvement Plan for Key Action 34

| CA SPM | Specific description of how Key Action 34 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Increasing the affordable housing supply will allow for more people to exit homelessness to permanent housing. |

Clear metric for how success of Key Action 34 will be measured

Measure the amount of affordable housing units that are in the community.

Lead Entity for Key Action 34

City of Long Beach

Collaborating entity/ies for Key Action 34

City of Long Beach Housing Authority, City of Long Beach Community Development, Long Beach Homeless Services, Developers, Non-profit Service Providers, Long Beach CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 34

| Milestones for Key Action 34 | Target dates for Key Action 34 milestones |
|---|---|
| Increase available affordable housing units by at least 140 units | 6/30/2028 |

Target date for completing Key Action 34

6/30/2028

Funding Sources for Key Action 34

Funding Sources for Key Action 34

| Funding source | Description of how the funding will contribute to the achievement of Key Action 34 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|--|--|--|
| Permanent Local Housing Allocation (The Building Homes and Jobs Act) | The Building Homes and Jobs Act (SB 2, 2017) funded the Permanent Local Housing Allocation (PLHA) formula. Allocations provide funding to help Cities and Counties implement plans to increase the affordable housing stock. In Long Beach, these funds are used for predevelopment, development, acquisition, rehabilitation, and preservation of affordable housing units, including those for workforce housing and Accessory Dwelling Units (ADUs). Long Beach also uses PLHA funds to match contributions to its Local Housing Trust Fund | |

HOME

In Long Beach, the HUD and the HOME Investment Partnerships Program provides grants to the City of Long Beach for community development, including housing projects, youth programs, and public infrastructure. The HOME program specifically funds the development and preservation of affordable housing.

Housing Choice Voucher

In Long Beach, the Housing Choice Voucher Program, formerly known as Section 8, helps low-income families (including those experiencing homelessness or those with disabilities), afford housing in the private market. The Long Beach Housing Authority manages the program, providing subsidies to landlords on behalf of eligible tenants. The program is funded by HUD and administered locally.

Housing Opportunities for Persons with AIDS (HOPWA)

The Housing Opportunities for Persons with AIDS (HOPWA) program in Long Beach, administered by the Long Beach Housing Authority, provides crucial housing assistance and supportive services to low-income individuals and families living with HIV/AIDS. Services offered include various housing assistance options such as Short-Term Rent, Mortgage, and Utility (STRMU) assistance, Permanent Housing Placement (PHP) grants, Tenant-Based Rental Assistance (TBRA), Project-Based Rental Assistance (PBRA), and Scattered-Site Master Leasing. Additionally, the program connects participants with supportive services like case management and housing navigation.

VASH

VASH works by combining HUD's Housing Choice Voucher rental assistance with VA case

management and clinical services. Homeless veterans are eligible, with priority given to those who are chronically homeless. Veterans need to be willing to participate in case management. Case management and clinical services are provided by the VA at its medical centers and within the community. Vouchers can be used with any landlord willing to accept a Section 8 Housing Choice Voucher and work with the Long Beach Housing Authority.

Identify which of the following equity improvement areas will be addressed by Key Action 34.

Equity Areas for Key Action 34

| Equity area | Description of how Key Action 34 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | <p>Through this Key Action, the City of Long Beach is strategically investing in expanding the supply of permanent affordable housing within the Long Beach Continuum of Care (CoC). Recognizing that housing availability is a fundamental driver of successful exits from homelessness, the City of Long Beach is leveraging a diverse portfolio of federal, state, and local funding sources to increase the production, preservation, and accessibility of deeply affordable housing units. Key funding sources—including Permanent Local Housing Allocation (PLHA), HOME Investment Partnerships Program, Housing Choice Vouchers (HCV), HOPWA, and HUD-VASH—enable the City of Long Beach to implement a multi-faceted housing development strategy. PLHA and HOME funds support predevelopment, acquisition, and rehabilitation of affordable housing, including permanent supportive housing, workforce housing, and ADUs. These funds also help grow the City’s Local Housing Trust Fund, unlocking further leveraged investment. Simultaneously, rental subsidy programs such as HCV, HOPWA, and VASH expand access to private market housing for people with low incomes, disabilities, HIV/AIDS, and those with military service histories. The Housing Authority of the City of Long Beach (HACL B), in coordination with the CoC and the Coordinated Entry System (CES), uses homeless preferences and dedicated voucher set-asides to ensure those with the highest barriers to housing are prioritized. These subsidies are paired with case management and intensive supportive services—such as those funded through partnerships with the VA and LA County DHS—to promote housing stability and retention. By increasing the local supply of affordable units and aligning subsidies with supportive services, the City of Long Beach is creating a stronger pipeline for exits from homelessness to permanent housing. These investments are expected to directly contribute to improved outcomes in System Performance Measure 3, including increased housing placements and improved housing retention. Importantly, this expansion also enhances system equity by prioritizing</p> |

investments for populations historically excluded from stable housing, including people of color, people with disabilities, LGBTQ+ individuals, and people living with HIV/AIDS. This coordinated and well-resourced approach ensures that as housing capacity grows, so too does the system's responsiveness to the needs of all residents, particularly those most marginalized.

Key Action 35

Description

Increase exits to permanent housing in the City of Long Beach CoC for persons overrepresented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native Americans, and Native Hawaiians/Pacific Islanders) in the City of Long Beach through increased utilization of landlord incentives. (Long Beach – KA 9)

Identify which CA SPM(s) will be improved by Key Action 35 and how.

SPM Improvement Plan for Key Action 35

| CA SPM | Specific description of how Key Action 35 will improve this CA SPM |
|----------|---|
| CA SPM 3 | Increasing units through improved outreach and engagement efforts with landlords, property managers and property owners by creating education and outreach materials and providing incentives will increase the number of people able to exit to permanent housing. |

Clear metric for how success of Key Action 35 will be measured

Assess and compare baseline data on demographic composition for permanent housing placements and exits for overrepresented racial groups and compare data after efforts are undertaken

Lead Entity for Key Action 35

City of Long Beach

Collaborating entity/ies for Key Action 35

City of Long Beach Community Development, City of Long Beach Housing Authority, LA County Development Authority, LA County CEO Homeless Initiative, Long Beach Coc

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 35

| Milestones for Key Action 35 | Target dates for Key Action 35 milestones |
|--|---|
| Landlord incentives will be used at least 20 times | 1/31/2027 |

Target date for completing Key Action 35

6/30/2029

Funding Sources for Key Action 35

Funding Sources for Key Action 35

| Funding source | Description of how the funding | For HHAP 6-funded Key |
|----------------|--------------------------------|-----------------------|
|----------------|--------------------------------|-----------------------|

will contribute to the achievement of Key Action 35

Actions only: Eligible use category to fund this Key Action.

LA County Measure H/A

Long Beach utilizes LA County Measure H/A to support landlord engagement and recruitment efforts, including the utilization of landlord incentives through two separate County initiatives.

Identify which of the following equity improvement areas will be addressed by Key Action 35.

Equity Areas for Key Action 35

| Equity area | Description of how Key Action 35 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
|--------------------|---|

Housing Placements

To address disparities in housing access and support greater equity within the homeless response system, the City of Long Beach is prioritizing targeted landlord engagement and recruitment through this Key Action. This strategy is designed to increase exits to permanent housing—particularly for individuals from communities historically and disproportionately impacted by homelessness, including Black/African Americans, American Indians/Native Americans, and Native Hawaiians/Pacific Islanders. Leveraging funding from County Measure H/Measure H/A, Long Beach is deploying a range of financial incentives, education, and direct engagement strategies to expand housing opportunities across the rental market. These funds support the provision of rental assistance, while also enabling critical efforts to build landlord relationships and reduce stigma and risk perceptions that often act as barriers to housing placement. Through partnerships with the Los Angeles County CEO’s Homeless Initiative (HI) and the Los Angeles County Development Authority, Long Beach participates in two key programs: the Countywide Housing Location Program and the Homeless Incentive Program (HIP). These initiatives offer robust support for both landlords and tenants. Housing Location efforts actively identify and secure rental units, assist with lease-up processes, and provide mediation and paperwork support. Meanwhile, HIP offers financial protections and leasing incentives—including sign-on bonuses, security deposit assistance, and application fee coverage—to landlords who accept Housing Choice Vouchers (HCV) or VASH vouchers. Together, these efforts are expanding the number of units available to households experiencing homelessness, particularly those who face institutional and systemic barriers to housing and enhancing the CoC’s ability to place clients into permanent housing quickly and sustainably. Long Beach is also developing landlord outreach and education materials to highlight the benefits of participating in these programs and to further normalize supportive housing practices among private market landlords. The results of this work are twofold: an increase in permanent housing placements, and an intentional focus on ensuring that these placements reflect equitable access for overrepresented racial and ethnic groups. The City of Long Beach will track baseline and post-intervention data on demographics for permanent housing placements to assess progress in advancing racial equity.

Key Action 36

Description

Use RRH in the City of Long Beach CoC to address unsheltered homelessness and encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed. (Long Beach – KA 10)

Identify which CA SPM(s) will be improved by Key Action 36 and how.

SPM Improvement Plan for Key Action 36

| CA SPM | Specific description of how Key Action 36 will improve this CA SPM |
|----------|--|
| CA SPM 4 | Getting more folks into RRH from unsheltered homelessness will reduce the average length of time homeless. |

Clear metric for how success of Key Action 36 will be measured

Track the number of people moving from unsheltered / encampment environment to RRH. (City of Long Beach CoC) Track length of time since engagement of those who came to RRH from encampment resolution efforts. (City of Long Beach CoC) Track PSH transfers from RRH for those who came to RRH from encampment resolution efforts. (City of Long Beach CoC)

Lead Entity for Key Action 36

City of Long Beach

Collaborating entity/ies for Key Action 36

City of Long Beach Homeless Services Bureau, Long Beach CoC, City of Long Beach Housing Authority, City of Long Beach Community Development department, non-profit service providers, Long Beach CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 36

| Milestones for Key Action 36 | Target dates for Key Action 36 milestones |
|---|---|
| Increase the number of people going from encampments to RRH by at least 36 people | 1/31/2027 |

Target date for completing Key Action 36

6/30/2028

Funding Sources for Key Action 36

Funding Sources for Key Action 36

| Funding source | Description of how the funding will contribute to the achievement of Key Action 36 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------------|--|--|
| HUD Long Beach Special NOFO | City of Long Beach is utilizing Unsheltered NOFO funds for a family RRH program, operated by | |

First to Serve. Notably, this is the only program in the Long Beach CoC dedicated to unsheltered family homelessness. RRH is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation.

ESG RUSH

On February 4, 2025, the City of Long Beach, Department of Community Development, entered into an Agreement with HUD to accept and expend grant funding in the amount of \$1,000,000 for

Emergency Solutions Grant (ESG) Rapid Unsheltered Survivor Housing (RUSH) programming for a period of two (2) years, from February 4, 2025, to February 3, 2027. This funding provides critical support to state and local governments for rental assistance, relocation costs, and supportive services for individuals displaced by wildfires, as well as those experiencing homelessness prior to the disaster. The Long Beach CoC is working alongside the Department of Community Development to provide these services to the community.

LB CoC Board and City Council approved HSB to enter into agreement with Lutheran Social Services to serve as the RRH Program provider. Lutheran Social Services has extensive experience in administering CoC and ESG-funded programs and delivering high-quality housing support services to individuals experiencing homelessness. This agreement will provide support to 20 individuals by offering

comprehensive resources and case management to help them secure and maintain permanent, stable housing. The program will offer limited rental and financial assistance, housing relocation and stabilization services, case management, and a full range of supportive services tailored to participants' needs.

HHAP 3-4

Long Beach HHAP Funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available. RRH programs should design service provision based on the core components of RRH: housing identification, rent & move-in assistance, and case management & supportive services. Financial assistance provided through the RRH program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc. HHAP funds from rounds 3 and 4 will be utilized as TAY RRH, specifically, while HHAP round 6 will be utilized to provide services for both single adults and transition age youth.

HHAP 6

Long Beach HHAP Funds will pay for subrecipient financial assistance and supportive services costs for the RRH

YSA: Rapid Rehousing/ Rental Subsidies

program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available. RRH programs should design service provision based on the core components of RRH: housing identification, rent & move-in assistance, and case management & supportive services. Financial assistance provided through the RRH program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc. HHAP funds from rounds 3 and 4 will be utilized as TAY RRH, specifically, while HHAP round 6 will be utilized to provide services for both single adults and transition age youth.

ERF

The Long Beach COC ERF RRH program is operated by non-profit service provider, First to Serve. First to Serve's ERF RRH program provides housing search and placement assistance, financial assistance (security deposits, time-limited rental subsidies, etc.), case management, and supportive services for up to 12 months to support housing retention and stabilization. Long Beach CoC prioritizes ERF RRH for persons with severe service needs experiencing unsheltered homelessness and/or served through encampment resolution efforts who are assessed, qualify,

and are eligible for PSH. Given limited PSH resources, it is a goal of Long Beach CoC to successfully transition participants off the rental subsidy once they are self-sufficient. But for those who require ongoing support after exiting here, Long Beach CoC's matching and prioritization guidance for RRH and PSH is intended to ensure pathways and program transfers from RRH to PSH, where providers and participants will regularly administer a housing acuity index to determine opportunities for lease-in-place once a housing voucher becomes available.

LA County Measure H/A

LA County Measure H/A funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available.

HHAP 6

Long Beach HHAP Funds will pay for subrecipient financial assistance and supportive services costs for the RRH program, which is a Housing First, low-barrier, harm reduction, crisis response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly

Rapid Rehousing/ Rental Subsidies

obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available. RRH programs should design service provision based on the core components of RRH: housing identification, rent & move-in assistance, and case management & supportive services. Financial assistance provided through the RRH program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc. HHAP funds from rounds 3 and 4 will be utilized as TAY RRH, specifically, while HHAP round 6 will be utilized to provide services for both single adults and transition age youth.

Identify which of the following equity improvement areas will be addressed by Key Action 36.

Equity Areas for Key Action 36

| Equity area | Description of how Key Action 36 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | <p>To address unsheltered homelessness and reduce the average time individuals experience homelessness, the City of Long Beach Continuum of Care (CoC) is strategically expanding the use of RRH as a central intervention. Supported by a combination of federal, state, and local funding—including HUD’s Special Unsheltered NOFO, ESG RUSH, State Encampment Resolution Funds, Long Beach HHAP (Rounds 3–6), and County Measure H—this initiative focuses on providing immediate, low-barrier access to housing for individuals living in encampments and other unsheltered environments. RRH programming in Long Beach is designed to quickly stabilize individuals and families through housing identification, time-limited rental assistance, and tailored supportive services, following a Housing First and harm reduction model. Through this approach, people with the most acute needs, often those with systemic and institutional barriers to housing, can transition more rapidly from homelessness into housing, thereby shortening their length of time homeless and improving system outcomes. Several targeted programs are advancing this strategy. For example, the First to Serve RRH project, funded through HUD’s Special Unsheltered NOFO, is the only program in Long Beach dedicated specifically to families experiencing unsheltered homelessness. Similarly, the ESG RUSH program, operated in response to wildfire-related displacement and existing homelessness, offers critical housing assistance and wraparound support</p> |

through Lutheran Social Services. These RRH programs prioritize immediate placement into housing, while creating clear and supported pathways to Permanent Supportive Housing (PSH) for those with long-term service needs. Through these coordinated efforts, Long Beach CoC is addressing gaps in the housing continuum by deploying RRH as a frontline response—particularly where PSH resources are limited. Participants are routinely assessed using a housing acuity index to evaluate their evolving needs, with the option for lease-in-place transitions as permanent vouchers become available. This responsive model not only accelerates housing placements, but also helps ensure stability and housing retention, especially for individuals with complex needs who are disproportionately represented among the unsheltered population. Importantly, Long Beach’s deployment of RRH prioritizes equity. The City of Long Beach is intentionally directing resources toward historically marginalized populations, including Black, Indigenous, and other People of Color, who are overrepresented in unsheltered homelessness. By reducing the time these individuals remain unhoused and creating sustainable housing pathways, the City of Long Beach is working to close racial disparities and improve system performance metrics, including increased permanent housing placements and reduced returns to homelessness.

Key Action 37

Description

Continue to develop PSH in the City of Long Beach CoC to decrease the wait time of people experiencing homelessness in interim beds. (Long Beach – KA 11)

Identify which CA SPM(s) will be improved by Key Action 37 and how.

SPM Improvement Plan for Key Action 37

| CA SPM | Specific description of how Key Action 37 will improve this CA SPM |
|----------|---|
| CA SPM 4 | Increasing PSH will decrease the wait time for people needing to be in interim housing. |

Clear metric for how success of Key Action 37 will be measured

Measure and track baseline of PSH inventory based on HIC data

Lead Entity for Key Action 37

City of Long Beach

Collaborating entity/ies for Key Action 37

City of Long Beach Community Development, City of Long Beach Housing Authority, Long Beach CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 37

| Milestones for Key Action 37 | Target dates for Key Action 37 milestones |
|----------------------------------|---|
| Increase PSH by at least 60 beds | 1/31/2027 |

Target date for completing Key Action 37

Funding Sources for Key Action 37

Funding Sources for Key Action 37

| Funding source | Description of how the funding will contribute to the achievement of Key Action 37 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|--|--|
| HOME | <p>In Long Beach, the U.S. Department of Housing and Urban Development (HUD) and the HOME Investment Partnerships Program provides grants to the City of Long Beach for community development, including housing projects, youth programs, and public infrastructure. The HOME program specifically funds the development and preservation of affordable housing. Increased investments of HOME will increase opportunities to develop and provide safe, quality, accessible, and affordable permanent housing.</p> | |
| <p>Permanent Local Housing Allocation (Building Homes and Jobs Act)</p> | <p>The Building Homes and Jobs Act (SB 2, 2017) funded the Permanent Local Housing Allocation (PLHA) formula</p> <p>allocations provide funding to help cities and counties implement</p> <p>plans to increase the affordable housing stock. Long Beach, like other Cities, receives PLHA funds to address its unmet housing needs. In Long Beach, these funds are used for predevelopment, development, acquisition, rehabilitation, and preservation of affordable housing units, including those for workforce housing and Accessory Dwelling Units (ADUs). Long Beach also uses PLHA funds to match contributions to its Local</p> | |

Housing Trust Fund.

Housing Choice Voucher

In Long Beach, the Housing Choice Voucher Program, formerly known as Section 8, helps low-income families (including those experiencing homelessness or those with disabilities), afford housing in the private market. The Long Beach Housing Authority manages the program, providing subsidies to landlords on behalf of eligible tenants. The City of Long Beach is partnering with LA County DHS to provide intensive case management services (ICMS) to households who are matched to Housing Choice Vouchers and Project Based Vouchers to support the housing navigation process & ensure housing retention.

HUD Long Beach CoC

The CoC program in Long Beach involves a CES and various housing options, including transitional housing and permanent supportive housing. The Long Beach CoC adopted a funding prioritization policy, with the intent to utilize the CoC community planning process to focus CoC investments into maximizing PSH resources for the CoC. The CoC has endeavored to address the needs of homeless individuals and families through a strategic process that engages a broad base of community stakeholders, those with lived experience, and experts in the field of homeless services. This process requires the concerted efforts of everyone in the Long Beach community as well as neighboring communities to plan and provide a dynamic, comprehensive, and coordinated system of services and programs that address the specialized needs of people currently and at-risk of experiencing

homelessness. This effort demands that each funded partner not only operate in terms of their respective mission but also within the citywide context of ending homelessness. Therefore, each project must consider how it functions in the broader CoC system of care to deliver outcomes that contribute to exiting as many people as possible into permanent housing and supporting people experiencing homelessness to stabilize and maintain housing. The Long Beach CoC is expected to receive funding comparable to prior years and see it in the best interest of the CoC to focus on the highest community need, which is PSH.

Identify which of the following equity improvement areas will be addressed by Key Action 37.

Equity Areas for Key Action 37

| Equity area | Description of how Key Action 37 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | To improve system performance and reduce the average length of stay in emergency shelters and interim housing, the City of Long Beach Continuum of Care (CoC) is prioritizing the expansion of Permanent Supportive Housing (PSH) and other forms of permanent affordable housing. This strategic approach is supported by an array of local, state, and federal resources, including HOME, Permanent Local Housing Allocation (PLHA), Housing Choice Vouchers (HCV), and HUD CoC program funding—aimed at increasing both the supply of housing and the capacity to support vulnerable individuals in stabilizing and exiting homelessness. By leveraging HOME and PLHA funds, the City of Long Beach is actively supporting the predevelopment, development, and preservation of affordable and supportive housing. These investments directly increase the stock of accessible, safe, and stable housing options, creating critical exit pathways for individuals and families currently residing in shelters and interim housing programs. Through this expansion, the system is better able to facilitate timely, permanent placements—particularly for those with higher service needs or those disproportionately impacted by structural inequities, including Black, Indigenous, and People of Color. Housing Choice Vouchers, managed by the Long Beach Housing Authority, provide additional opportunities to move households into permanent housing via the private rental market. The City of Long Beach has adopted a Homeless Preference in its voucher administration and coordinates closely with the CoC’s Coordinated Entry System (CES) to prioritize individuals experiencing homelessness for |

available rental assistance. These vouchers are paired with Intensive Case Management Services (ICMS) to ensure sustained housing retention and long-term stability for highly vulnerable populations. Further supporting this goal, the HUD CoC Program plays a pivotal role in funding and expanding PSH resources across the region. The CoC prioritizes PSH investments through its community planning process and system modeling efforts to maximize system flow and reduce bottlenecks in emergency shelter. By doing so, the City of Long Beach ensures that individuals experiencing long-term homelessness or significant barriers to housing access are supported in transitioning directly from interim beds to stable, permanent homes. This multi-layered approach is not only increasing the supply of permanent housing but also enhancing throughput across the homeless response system. With more PSH units and affordable housing options coming online, the average time individuals spend in interim housing will decrease, system capacity will be better aligned with demand, and a greater number of people will successfully transition out of homelessness. Most importantly, these efforts are rooted in an equity-centered framework that acknowledges and actively addresses the racial and systemic disparities that contribute to prolonged episodes of homelessness. By prioritizing historically underserved populations and aligning housing resources with demonstrated need, Long Beach is advancing a more just and responsive housing system—one that ensures faster, more equitable, and more sustainable exits to permanent housing for all.

Key Action 38

Description

Reduce unsheltered homelessness among Transition Age Youth (TAY), to be accomplished via provision of youth interim housing made available through the City of Long Beach Youth Navigation Center. (Long Beach – KA 12)

Identify which CA SPM(s) will be improved by Key Action 38 and how.

SPM Improvement Plan for Key Action 38

| CA SPM | Specific description of how Key Action 38 will improve this CA SPM |
|----------|--|
| CA SPM 4 | Increasing youth interim housing through the navigation center will reduce the average length of time youth are experiencing homelessness. |

Clear metric for how success of Key Action 38 will be measured

Assess and compare baseline data on demographic composition of unsheltered count and compare to data after efforts are undertaken.

Lead Entity for Key Action 38

City of Long Beach

Collaborating entity/ies for Key Action 38

LAHSA, Homeless Youth Forum of Los Angeles, LA County CEO- HI, LA County Department of Children and Family Services, Long Beach CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 38

Milestones for Key Action 38

Target dates for Key Action 38 milestones

Reduce the average length of time youth are experiencing homelessness by at least 4 days 3/31/2027

Target date for completing Key Action 38
12/31/2027

Funding Sources for Key Action 38

Funding Sources for Key Action 38

| Funding source | Description of how the funding will contribute to the achievement of Key Action 38 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
|----------------|--|--|

HHAP 2-5

The Youth Shelter and Navigation Center, located at 1718 Hayes Ave., is the City of Long Beach’s first-ever shelter for youth experiencing homelessness. The center provides shelter, support services, onsite case management and other amenities for youth ages 18-24, including 12 beds, showers, restrooms, a kitchenette and lounge area in addition to daily storage. TAY RRH is provided by Lutheran Social Services, with funds made available with TAY set-aside from HHAP rounds 3, 4, and 6. Deploying RRH will support successful exits from the TAY Navigation Center to safe, accessible, permanent housing.

HHAP 6

The Youth Shelter and Navigation Center, located at 1718 Hayes Ave., is the City of Long Beach’s first-ever shelter for youth experiencing homelessness. The center provides shelter, support services, onsite case management and other amenities for youth ages 18-24, including 12 beds, showers, restrooms, a kitchenette and lounge area in addition to daily storage. TAY

Navigation Centers

RRH is provided by Lutheran Social Services, with funds made available with TAY set-aside from HHAP rounds 3, 4, and 6. Deploying RRH will support successful exits from the TAY Navigation Center to safe, accessible, permanent housing.

Identify which of the following equity improvement areas will be addressed by Key Action 38.

Equity Areas for Key Action 38

| Equity area | Description of how Key Action 38 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | <p>The City of Long Beach Continuum of Care (CoC) is taking intentional steps to reduce homelessness among Transition Age Youth (TAY) by expanding youth-specific interim housing and strengthening pathways to permanent housing through RRH. These efforts are designed not only to reduce the average length of stay in emergency shelter, but also to promote quicker and more equitable exits to permanent housing, particularly for youth from marginalized communities who face systemic and institutional barriers to housing access. Central to this strategy is the newly established Youth Navigation Center at 1718 Hayes Avenue—the City’s first-ever youth-dedicated shelter. The Center offers 12 beds and is a safe, trauma-informed space where youth ages 18–24 can access onsite case management, supportive services, and basic amenities. Its close proximity to the City’s Multi-Service Center ensures effective coordination and referrals. Managed in partnership with the April Parker Foundation and the Homeless Services Bureau, this shelter serves as a critical gateway to stable housing and support. In tandem with the Navigation Center, the City of Long Beach is utilizing Homeless Housing, Assistance and Prevention (HHAP) funds from rounds 3, 4, and 6 to scale TAY-specific RRH programming. Delivered by Lutheran Social Services, this low-barrier, Housing First, harm reduction program assists youth in quickly obtaining and maintaining permanent housing. RRH services are customized, with case managers supporting housing identification, rental and move-in assistance, and robust supportive services. Financial assistance also helps cover key costs such as application fees, security deposits, and essential furnishings. This RRH pipeline plays a crucial role in helping youth transition directly from interim housing to long-term stability. By shortening the time youth experience homelessness and facilitating smoother transitions to permanent housing, the RRH model reduces system congestion and improves overall system performance. Moreover, the focus on youth disproportionately impacted by homelessness—including Black, Indigenous, LGBTQ+, and foster system-involved youth—ensures that this initiative actively addresses housing inequities.</p> |

Key Action 39

Description

Expand implementation of re-entry supports to provide upstream services to individuals and youth and

help identify safe and stable housing. (Long Beach – KA 13)

Identify which CA SPM(s) will be improved by Key Action 39 and how.

SPM Improvement Plan for Key Action 39

| CA SPM | Specific description of how Key Action 39 will improve this CA SPM |
|---------------|---|
| CA SPM 5 | Expanding implementation of re-entry will support people upon re-entry, so they do not return to the homeless system of care. |

Clear metric for how success of Key Action 39 will be measured

Compare the number of persons supported by re-entry personnel, tracking engagements, enrollments, and exits by demographic detail, before and after increase.

Lead Entity for Key Action 39

City of Long Beach

Collaborating entity/ies for Key Action 39

City of Long Beach Prosecutor's Office, Superior Court of California, LA County Board of Supervisors, LA County CEO-HI, LA County Sheriff, LA County DPH, LA County DMH, LA County Probation, Long Beach Police Department, Long Beach Fire Department, Long Beach Memorial Hospital, Long Beach CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 39

| Milestones for Key Action 39 | Target dates for Key Action 39 milestones |
|-------------------------------------|--|
|-------------------------------------|--|

Increase the number of persons support by re-entry personnel by at least 47 people 1/31/2027

Target date for completing Key Action 39

6/30/2028

Funding Sources for Key Action 39

Funding Sources for Key Action 39

| Funding source | Description of how the funding will contribute to the achievement of Key Action 39 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|---|
| HHAP 5 | With support of HHAP-5 funds, the City of Long Beach will continue implementation of re-entry supports as part of City goals to provide upstream services for families and youth and in reducing the disproportionality of negative outcomes for the Black, Indigenous, People of Color | |

(BIPOC) community, who are overrepresented in the City of Long Beach Point in Time Count. The City of Long Beach is aware of the disparities the BIPOC population experiences when becoming homeless for the first time and working with upstream systems, such as Parole and Probation, to effectively target homeless prevention and interventions, the City of Long Beach will have the capability to minimize inequities and reduce the number of persons exiting prison into homelessness.

City of Long Beach Homeless Services has staffed re-entry personnel and established an MOU with Long Beach Police Department (LBPD) to identify persons exiting prisons and provide services necessary to support those persons with obtaining and maintaining safe and stable housing. The City of Long Beach's Reentry Coordinator provides mental health, behavioral health, and referrals to case management services for persons experiencing homelessness who are exiting, or who have exited, criminal justice institutions.

HOME-ARP

The City of Long Beach utilizes HOME-ARP funds to support supplies and technology needs of the Restorative Engagement to Achieve Collective Health (REACH) Teams. Operated by the Long Beach Homeless Services Bureau, REACH Teams are mobile response teams utilizing a multi-disciplinary model focused on urgent community requests and low-level, non-violent 911 calls for service related to people experiencing homelessness. Each team consists of one public health nurse, one mental health

clinician, and one outreach worker. REACH Teams are alternate, non-law enforcement response teams focused on crisis intervention and stabilization, as well as linking people to services such as interim and permanent housing, mental and physical health services, case management. The City of Long Beach Homeless Services Bureau directly administers and operates these response teams.

LA County General Fund

The City of Long Beach Homeless Court (Program) is a collaboration between the City of Long Beach Prosecutor’s Office, the Long Beach Health Department, the Superior Court of California (Court), local law enforcement, and community-based organizations, funded by LA County, offering strengths-based, client-centered supports and services for homeless and housing- insecure program participants. The Program’s focus is to delay or avoid criminal prosecution proceedings for people experiencing homelessness with resolvable outstanding misdemeanor criminal warrants, provided that the individuals make progress towards attaining housing solutions.

Identify which of the following equity improvement areas will be addressed by Key Action 39.

Equity Areas for Key Action 39

| Equity area | Description of how Key Action 39 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
|--------------------|---|

| | |
|------------------|---|
| Service Delivery | The City of Long Beach is expanding its continuum of care to reduce the number of justice-involved individuals exiting to, or returning to, homelessness. Recognizing the high incidence of housing instability among individuals reentering the community from incarceration—and the disproportionate impact this has on Black, Indigenous, and People of Color (BIPOC)—the Long Beach CoC is investing in comprehensive re-entry supports designed to identify, stabilize, and sustain permanent housing for these individuals. With HHAP-5 funding, the City of Long Beach has |
|------------------|---|

implemented a re-entry coordination system in partnership with law enforcement, the judicial system, public health agencies, and community-based organizations. This includes dedicated Reentry Personnel within the City’s Homeless Services Bureau who collaborate closely with the Long Beach Police Department, LA County Sheriff, Probation, and the Departments of Mental and Public Health. These personnel provide behavioral health assessments, case management, and direct housing referrals to individuals exiting incarceration, focusing on those at highest risk of homelessness. To reduce fragmentation and service duplication, the re-entry team coordinates care across multiple systems to offer wraparound services. This collaborative approach ensures individuals receive not only housing assistance but also access to mental health services, substance use treatment, employment support, and benefits navigation. Importantly, this strategy prioritizes upstream intervention, reducing the likelihood of homelessness at the point of re-entry and significantly lowering rates of recidivism and returns to homelessness following housing placement. Additionally, HOME-ARP funds support the REACH Teams, mobile multi-disciplinary crisis response units that provide community-based engagement for individuals with complex behavioral health needs, many of whom have intersecting experiences with the justice and homeless systems. These teams offer non-law enforcement, trauma-informed responses to low-level calls, further stabilizing individuals in the community and diverting them from unnecessary criminalization and institutionalization. The Long Beach Homeless Court, funded by LA County, serves as another key strategy in this re-entry ecosystem. Through a partnership with the City Prosecutor’s Office, Superior Court, and community partners, the program enables people experiencing homelessness to resolve legal barriers, such as outstanding warrants and fines. Participants are connected with supportive services—including housing navigation and record expungement—and can have charges dismissed upon demonstrating progress toward housing stability. Through the strategic deployment of these cross-sector interventions and targeted funding sources, the Long Beach CoC is building an equitable, integrated system that not only reduces returns to homelessness for justice-involved individuals, but also improves overall system performance, disrupts cycles of institutionalization, and promotes long-term housing retention for those most impacted by structural inequities.

Key Action 40

Description

Support the implementation and continuous quality improvement of the CES infrastructure. This includes coordination by population and region-specific areas and matching clients to housing resources. (LAHSA – KA 1)

Identify which CA SPM(s) will be improved by Key Action 40 and how.

SPM Improvement Plan for Key Action 40

| CA SPM | Specific description of how Key Action 40 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Strengthening CES improves system flow and coordination, allowing more people to access services and housing, thereby increasing the number of individuals counted in SPM 1a. |

Clear metric for how success of Key Action 40 will be measured

Review 2023 and 2024 System Key Performance Indicators to determine if additional support for implementation and continuous quality improvement has resulted in improvements in CES that impacted outcomes.

Lead Entity for Key Action 40

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 40

LA County CEO-HI (Funder/Strategic Partner), LA County DHS, LA County DMH

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 40

| Milestones for Key Action 40 | Target dates for Key Action 40 milestones |
|---|---|
| Identify at least five (5) improvements to CES that impacted outcomes | 6/30/2026 |

Target date for completing Key Action 40

9/30/2027

Funding Sources for Key Action 40

Funding Sources for Key Action 40

| Funding source | Description of how the funding will contribute to the achievement of Key Action 40 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| LA County Measure H/A | LA County Measure H/A funds CES operations, staffing, regional coordination, and housing navigation, all critical to implementing and improving CES infrastructure. | |

Identify which of the following equity improvement areas will be addressed by Key Action 40.

Equity Areas for Key Action 40

| Equity area | Description of how Key Action 40 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | Enhancing CES ensures more equitable access and prioritization, helping reduce disparities in how different racial and gender groups are matched to housing resources. |

Key Action 41

Description

Support the co-location of Youth CES staff at community college campuses to assist students at-risk of homelessness with accessing mainstream or CES resources to end their housing crisis. (LAHSA – KA 2)

Identify which CA SPM(s) will be improved by Key Action 41 and how.

SPM Improvement Plan for Key Action 41

| CA SPM | Specific description of how Key Action 41 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Placing CES staff on campuses increases outreach and service connections for at-risk youth, boosting the number of individuals accessing homelessness services. |

Clear metric for how success of Key Action 41 will be measured

Track to ensure youth CES staff are on site at all community college campuses.

Track the number of youth served on community college campuses and prevented from becoming homeless or having homelessness resolved.

Lead Entity for Key Action 41

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 41

LA County CEO-HI (Funder/Strategic Partner), Community Colleges, Local Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 41

| Milestones for Key Action 41 | Target dates for Key Action 41 milestones |
|---|---|
| At least 100 youth served on community college campuses and at least 50 will be prevented from becoming homeless or will have had their homelessness resolved | 6/30/2027 |

Target date for completing Key Action 41

9/30/2027

Funding Sources for Key Action 41

Funding Sources for Key Action 41

| Funding source | Description of how the funding will contribute to the achievement of Key Action 41 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|---|--|
| HHAP 5 | LAHSA HHAP funding will support the co-located youth CES staff on community college campuses by funding problem solving assistance, which will help ensure students at risk of homelessness are quickly assisted in meeting their housing | |

support needs while being connected to CES and mainstream resources, reducing barriers to housing stability and supporting their academic success.

LA County Measure H/A

LA County Measure H/A funds youth CES coordination and staffing, enabling partnerships with colleges and resource access for students facing housing instability.

Identify which of the following equity improvement areas will be addressed by Key Action 41.

Equity Areas for Key Action 41

| Equity area | Description of how Key Action 41 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|---|
| Service Delivery | Co-locating CES staff at colleges helps reach BIPOC and LGBTQ+ youth disproportionately impacted by homelessness, improving equitable access to services and housing. |

Key Action 42

Description

Continue to provide training for and access to problem-solving throughout the region, including to youth on college campuses. (LAHSA – KA 3)

Identify which CA SPM(s) will be improved by Key Action 42 and how.

SPM Improvement Plan for Key Action 42

| CA SPM | Specific description of how Key Action 42 will improve this CA SPM |
|-----------|---|
| CA SPM 1b | Expanding problem solving increases early intervention and connection to services, helping more people access homelessness support. |
| CA SPM 2 | Expanding problem solving increases early intervention and connection to services, helping more people access homelessness support. |
| CA SPM 3 | Expanding problem solving increases early intervention and connection to services, helping more people access homelessness support. |

Clear metric for how success of Key Action 42 will be measured

Tracking participation in a training series for problem-solving partners through internal tracking systems, including those serving youth.

Tracking the number of organizations associated with the region who are using problem solving across the region through internal tracking systems, including those serving youth.

Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem-solving through internal tracking systems, including those serving youth

Lead Entity for Key Action 42

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 42

LA County DMH and DSS, City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 42

| Milestones for Key Action 42 | Target dates for Key Action 42 milestones |
|---|---|
| Increase the number of staff at partner organizations who participate in problem-solving trainings by at least 500. At least 120 organizations are using problem solving across the region. | 6/30/2026 |

Target date for completing Key Action 42

9/30/2027

Funding Sources for Key Action 42

Funding Sources for Key Action 42

| Funding source | Description of how the funding will contribute to the achievement of Key Action 42 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| HHAP 3 and 5 | City of LA HHAP 3 and 5 funds problem solving staff and coordination efforts, including Rapid Resolution Specialists at City Family Source Centers. | |
| ESG | ESG provides flexible resources for homelessness prevention, including problem solving efforts that stabilize youth and adults before they enter the crisis system. | |
| LA County Measure H/A | LA County Measure H/A supports problem solving strategies, diversion programs, and housing navigation, enabling earlier and more equitable intervention for people at risk. | |
| HHAP 6 | LAHSA HHAP-6 supports | Prevention and Diversion |

problem solving strategies and diversion programs for adults, families and youth, enabling earlier and more equitable intervention for people at risk.

| | | |
|--------|--|-------------------------------|
| HHAP 6 | LAHSA HHAP-6 supports problem solving strategies and diversion programs for adults, families and youth, enabling earlier and more equitable intervention for people at risk. | YSA: Prevention and Diversion |
|--------|--|-------------------------------|

| | |
|----------|---|
| HHAP 2-5 | Long Beach TAY HHAP set asides from rounds 2-5 will provide support for TAY college students who are homeless, at-risk of homelessness, precariously housed and/or otherwise experiencing housing instability. Problem-Solving is offered as a first and ongoing intervention, however, youth seeking services may need to be offered immediate shelter to address and resolve urgent and emergent housing crises while alternative housing options are explored. Additionally, through Long Beach TAY HHAP set-asides, youth may also be referred to TAY RRH programs in the event youth being served through problem solving are unable to safely or successfully reunify with family or friends, and/or for those who may only be able to identify short-term or temporary placements through supportive friends and family and require financial assistance and/or supportive services in order to identify and locate safe and stable housing. |
|----------|---|

| | | |
|--------|---|-------------------------|
| HHAP 6 | Long Beach TAY HHAP set asides from round 6 will provide support for TAY college students who are homeless, at-risk of homelessness, precariously housed and/or otherwise experiencing housing instability. Problem-Solving is offered as a | YSA: Navigation Centers |
|--------|---|-------------------------|

first and ongoing intervention, however, youth seeking services may need to be offered immediate shelter to address and resolve urgent and emergent housing crises while alternative housing options are explored. Additionally, through Long Beach TAY HHAP set-asides, youth may also be referred to TAY RRH programs in the event youth being served through problem solving are unable to safely or successfully reunify with family or friends, and/or for those who may only be able to identify short-term or temporary placements through supportive friends and family and require financial assistance and/or supportive services in order to identify and locate safe and stable housing.

HHAP 6

Long Beach TAY HHAP set asides from round 6 will provide support for TAY college students who are homeless, at-risk of homelessness, precariously housed and/or otherwise experiencing housing instability. Problem-Solving is offered as a first and ongoing intervention, however, youth seeking services may need to be offered immediate shelter to address and resolve urgent and emergent housing crises while alternative housing options are explored. Additionally, through Long Beach TAY HHAP set-asides, youth may also be referred to TAY RRH programs in the event youth being served through problem solving are unable to safely or successfully reunify with family or friends, and/or for those who may only be able to identify short-term or temporary placements through supportive friends and family and require financial assistance and/or supportive services in order to identify and locate safe and stable housing.

Rapid Rehousing/ Rental Subsidies

HHAP 6

Long Beach TAY HHAP set asides from round 6 will provide support for TAY college students who are homeless, at-risk of homelessness, precariously housed and/or otherwise experiencing housing instability. Problem-Solving is offered as a first and ongoing intervention, however, youth seeking services may need to be offered immediate shelter to address and resolve urgent and emergent housing crises while alternative housing options are explored. Additionally, through Long Beach TAY HHAP set-asides, youth may also be referred to TAY RRH programs in the event youth being served through problem solving are unable to safely or successfully reunify with family or friends, and/or for those who may only be able to identify short-term or temporary placements through supportive friends and family and require financial assistance and/or supportive services in order to identify and locate safe and stable housing.

YSA: Rapid Rehousing/ Rental Subsidies

Identify which of the following equity improvement areas will be addressed by Key Action 42.

Equity Areas for Key Action 42

| Equity area | Description of how Key Action 42 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|--|
| Service Delivery | Problem solving tailored for youth and underserved areas helps address racial and gender disparities by offering quicker, low-barrier solutions for those disproportionately impacted by homelessness. |
|------------------|--|

Key Action 43

Description

Efficiently connect people experiencing homelessness to appropriate housing interventions at Access Centers (LAHSA – KA 4)

Identify which CA SPM(s) will be improved by Key Action 43 and how.

SPM Improvement Plan for Key Action 43

| CA SPM | Specific description of how Key Action 43 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|-----------|--|
| CA SPM 1b | Assessments and connecting people to documents is preparing them to move into permanent housing when resources are available |
|-----------|--|

Clear metric for how success of Key Action 43 will be measured

Track individuals at access centers getting assessed and getting support with IDs

Lead Entity for Key Action 43

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 43

LA County DHS, Homeless Service Providers, Local Jurisdictions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 43

| Milestones for Key Action 43 | Target dates for Key Action 43 milestones |
|--|---|
| At least 25% of individuals visiting access center assessed. | 1/31/2027 |
| At least 25% of individuals visiting access centers receive support with getting identification. | |

Target date for completing Key Action 43

9/30/2027

Funding Sources for Key Action 43

Funding Sources for Key Action 43

| Funding source | Description of how the funding will contribute to the achievement of Key Action 43 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 5 | LAHSA HHAP resources fund problem solving and supportive services that transition people off the streets into safer environments | |
| HHAP 6 | LAHSA HHAP resources fund problem solving and supportive services that transition people off the streets into safer environments | Services and Services Coordination for People Experiencing Unsheltered Homelessness |
| HHAP 6 | LAHSA HHAP resources fund problem solving and supportive services that transition people off the streets into safer environments | YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness |

environments

HHAP 6

LAHSA HHAP resources will cover the administrative work will support reporting and grant administration, regional planning and coordination of resources, and HMIS training and data management activities necessary to oversee HHAP-funded problem-solving and supportive services.

Administrative Costs

Identify which of the following equity improvement areas will be addressed by Key Action 43.

Equity Areas for Key Action 43

| Equity area | Description of how Key Action 43 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | By prioritizing services for populations overrepresented among the unsheltered, this action helps reduce disparities in who remains unsheltered. |

Key Action 44

Description

Support short-term housing and/or emergency beds for all populations with supportive services such as problem solving, resource referrals, and case management. Programs serve special populations which may include TAY, women, older adults, individuals experiencing domestic/intimate partner violence, and others. (LAHSA – KA 5)

Identify which CA SPM(s) will be improved by Key Action 44 and how.

SPM Improvement Plan for Key Action 44

| CA SPM | Specific description of how Key Action 44 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Expanding access to emergency and short-term housing reduces the number of individuals remaining unsheltered by offering immediate, service-connected shelter options for high-need populations. |

Clear metric for how success of Key Action 44 will be measured

Use HMIS data to track the number of individuals newly enrolled in the program, active in the program, and exited the program to permanent housing.

Lead Entity for Key Action 44

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 44

LA County DHS, Homeless Service Providers, Local Jurisdictions

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 44

Milestones for Key Action 44

Target dates for Key Action 44 milestones

Maintain at least 1,500 family interim housing beds and at least 6,500 adult housing beds across the CoC.

1/31/2027

Target date for completing Key Action 44

9/30/2027

Funding Sources for Key Action 44

Funding Sources for Key Action 44

| Funding source | Description of how the funding will contribute to the achievement of Key Action 44 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| HHAP 5 | LAHSA HHAP resources fund problem solving and supportive services that transition people off the streets into safer environments | |
| HHAP 6 | LAHSA HHAP resources fund problem solving and supportive services that transition people off the streets into safer environments | Prevention and Diversion |
| HHAP 6 | LAHSA HHAP resources fund problem solving and supportive services that transition people off the streets into safer environments | YSA: Prevention and Diversion |
| HHAP 2 | LA County HHAP will be used to sustain interim housing capacity, enhance service delivery, and fill critical gaps in youth—specific resources, contributing to a system-wide reduction in unsheltered homelessness among TAY | |
| LA County Measure H/A | LA County Measure H/A funds will be used to sustain interim housing capacity, enhance service delivery, and fill critical gaps in youth—specific resources, contributing to a system-wide reduction in | |

unsheltered homelessness
among TAY

HHAP 6

LAHSA HHAP resources will cover the administrative work will support reporting and grant administration, regional planning and coordination of resources, and HMIS training and data management activities necessary to oversee HHAP-funded emergency and short-term housing services.

Administrative Costs

Identify which of the following equity improvement areas will be addressed by Key Action 44.

Equity Areas for Key Action 44

| Equity area | Description of how Key Action 44 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|--|
| Service Delivery | By prioritizing services for populations overrepresented among the unsheltered, this action helps reduce disparities in who remains unsheltered. |
|------------------|--|

Key Action 45

Description

Support interim housing for TAY with enriched integrated supportive services including case management. (LAHSA – KA 6)

Identify which CA SPM(s) will be improved by Key Action 45 and how.

SPM Improvement Plan for Key Action 45

| CA SPM | Specific description of how Key Action 45 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|-----------|--|
| CA SPM 1b | Supporting interim housing for TAY reduces the number of unsheltered TAY by providing interim housing with supportive services. Stabilizing youth through case management and resource referrals helps transition them into permanent housing. |
|-----------|--|

Clear metric for how success of Key Action 45 will be measured

Utilize HMIS to track the number of beds available in youth interim housing.

Lead Entity for Key Action 45

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 45

LA County and City of LA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 45

Milestones for Key Action 45**Target dates for Key Action 45 milestones**

Maintain at least 1,000 beds that are available for youth interim housing 6/30/2027

Target date for completing Key Action 45

6/30/2028

Funding Sources for Key Action 45**Funding Sources for Key Action 45**

| Funding source | Description of how the funding will contribute to the achievement of Key Action 45 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|--------------------------|--|--|
| City of LA General Funds | City of LA General Funds will help sustain interim housing operations and cover essential supportive services tailored for TAY, ensuring local flexibility in addressing immediate needs. | |
| LA County Measure H/A | LA County Measure H/A flexible funds will be used to sustain interim housing capacity, enhance service delivery, and fill critical gaps in youth services—specific resources, contributing to a system-wide reduction in unsheltered homelessness among TAY. | |
| HHAP 2-5 | LA County HHAP funds will be used to sustain interim housing capacity, enhance service delivery, and fill critical gaps in youth services—specific resources, contributing to a system-wide reduction in unsheltered homelessness among TAY. | |
| HHAP 6 | LA County HHAP funds will be used to sustain interim housing capacity, enhance service delivery, and fill critical gaps in youth services—specific resources, contributing to a system-wide reduction in unsheltered homelessness among TAY. | YSA: Interim Housing Services and Services Coordination |

Identify which of the following equity improvement areas will be addressed by Key Action 45.

Equity Areas for Key Action 45

| Equity area | Description of how Key Action 45 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|---|
| Service Delivery | The key action will enhance equitable service delivery by prioritizing culturally responsive, trauma-informed care tailored to the needs of TAY. By centering equity in program design and staffing, the action aims to reduce disparities in access & engagement, and housing outcomes across racial and gender lines. |

Key Action 46

Description

Continue training on new Los Angeles Homeless Assessment Tool (LAHAT) and make a Spanish version of the new tool available throughout the county. (LAHSA – KA 7)

Identify which CA SPM(s) will be improved by Key Action 46 and how.

SPM Improvement Plan for Key Action 46

| CA SPM | Specific description of how Key Action 46 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | Training on the CESTTRR tool, including a Spanish version, will improve assessment accuracy and help more people experiencing homelessness access services, which ensures equitable referrals and quicker connections to shelter and housing. As a result, the key action supports increases in service access and reduces unsheltered homelessness. |
| CA SPM 1b | Training on the CESTTRR tool, including a Spanish version, will improve assessment accuracy and help more people experiencing homelessness access services, which ensures equitable referrals and quicker connections to shelter and housing. As a result, the key action supports increases in service access and reduces unsheltered homelessness. |

Clear metric for how success of Key Action 46 will be measured

Measure the number of clients assessed including demographics.

Track the number of staff trained in the new assessment tool.

Track the creation of a Spanish language tool.

Lead Entity for Key Action 46

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 46

City of Glendale CoC, City of Pasadena CoC, Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 46

Milestones for Key Action 46

Target dates for Key Action 46 milestones

A Spanish version of the new assessment tool will be available and in use. Provide at least five (5) of LA HAT trainings per month

6/30/2026

Target date for completing Key Action 46
12/31/2026

Funding Sources for Key Action 46

Funding Sources for Key Action 46

| Funding source | Description of how the funding will contribute to the achievement of Key Action 46 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
|----------------|--|--|

| | | |
|-------------------|--|--|
| Hilton Foundation | Hilton Foundation funds the development, translation, and countywide implementation of the CESTTRR tool, including training for providers. | |
|-------------------|--|--|

Identify which of the following equity improvement areas will be addressed by Key Action 46.

Equity Areas for Key Action 46

| Equity area | Description of how Key Action 46 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|--|
| Service Delivery | The key action supports racial and gender equity by making the CESTTRR tool available in Spanish and training providers in equitable, trauma-informed practices. |
|------------------|--|

Key Action 47

Description

Maintain RRH support for all existing housed households in the RRH program. (LAHSA – KA 8)

Identify which CA SPM(s) will be improved by Key Action 47 and how.

SPM Improvement Plan for Key Action 47

| CA SPM | Specific description of how Key Action 47 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|----------|--|
| CA SPM 3 | Expanding the RRH program increases the number of available housing placements, enabling more people to exit homelessness into permanent housing, directly improving CA SPM 3. |
|----------|--|

Clear metric for how success of Key Action 47 will be measured

Utilize HMIS to measure the amount of time-limited subsidy slots, track the number of new enrollees and number of clients who secured permanent housing upon exiting the program.

Lead Entity for Key Action 47
Los Angeles City & County CoC

Collaborating entity/ies for Key Action 47
LA County, City of LA, City of LA Housing Department, Property Owners, Homeless Service Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 47

| Milestones for Key Action 47 | Target dates for Key Action 47 milestones |
|--|---|
| At least 5,000 enrollees will receive time-limited subsidies | 6/30/2027 |

Target date for completing Key Action 47
9/30/2027

Funding Sources for Key Action 47

Funding Sources for Key Action 47

| Funding source | Description of how the funding will contribute to the achievement of Key Action 47 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------|--|--|
| HHAP 2-5 | LAHSA HHAP funds RRH expansion through subsidies and supportive services while supporting coordinated entry. | |
| HHAP 6 | LAHSA HHAP funds RRH expansion through subsidies and supportive services while supporting coordinated entry. | Rapid Rehousing/ Rental Subsidies |
| ERF | ERF Funds support RRH placements for individuals exiting encampments, improving long-term housing stability. | |
| City of LA General Fund | City of LA General Funds will help scale RRH locally by obtaining additional time-limited subsidy slots | |
| HHAP 4-5 | City of LA HHAP funds will help scale RRH locally by obtaining additional time-limited subsidy slots | |
| HHAP 6 | City of LA HHAP funds will help scale RRH locally by obtaining | Rapid Rehousing/ Rental |

| | | |
|-----------------------|--|----------------------|
| | additional time-limited subsidy slots | Subsidies |
| LA County Measure H/A | LAHSA's LA County Measure H/A funds critical RRH components such as rental subsidies, case management, and lord engagement. | |
| HHAP 6 | LAHSA HHAP will support the administrative work will support reporting and grant administration, regional planning and coordination of resources, and HMIS training and data management activities necessary to oversee HHAP-funded RRH and supportive services. | Administrative Costs |

Identify which of the following equity improvement areas will be addressed by Key Action 47.

Equity Areas for Key Action 47

| Equity area | Description of how Key Action 47 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | Expanding RRH increases equitable access to permanent housing for populations disproportionately affected by homelessness, including Black, Indigenous, and LGBTQ+ individuals. This helps reduce racial and gender disparities in housing outcomes. |

Key Action 48

Description

Maintain interim housing rate adjustments (including addition of inflation index) to account for rising costs (salaries and insurance) of operations and to ensure sufficient staffing for case management services. (LAHSA – KA 9)

Identify which CA SPM(s) will be improved by Key Action 48 and how.

SPM Improvement Plan for Key Action 48

| CA SPM | Specific description of how Key Action 48 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Raising interim housing rates helps stabilize operations and staffing levels, preserving and expanding bed availability so more people experience. |

Clear metric for how success of Key Action 48 will be measured

Use HMIS data to measure increased average occupancy across sites funded with HHAP and increased percentage of participants who are document ready.

Lead Entity for Key Action 48

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 48
 City of LA, LA County CEO-HI

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 48

Milestones for Key Action 48

Target dates for Key Action 48 milestones

| | |
|---|-----------|
| Maintain average occupancy of at least 90% across all interim housing sites | 6/30/2026 |
|---|-----------|

Target date for completing Key Action 48
 9/30/2027

Funding Sources for Key Action 48

Funding Sources for Key Action 48

| Funding source | Description of how the funding will contribute to the achievement of Key Action 48 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|---|
|-----------------------|---|---|

| | | |
|-----------------------------------|---|--------------------------------------|
| HHAP 3-5 | LAHSA HHAP funding supports rate increases for interim housing providers, ensuring continuity and quality of services. | |
| HHAP 6 | LAHSA HHAP funding supports rate increases for interim housing providers, ensuring continuity and quality of services. | Operating Expenses – Interim Housing |
| State Encampment Resolution Funds | ERF helps fund interim housing options connected to encampment resolution, covering elevated operational costs | |
| LA County Measure H/A | LA County Measure H/A funding supports rate increases for interim housing providers, ensuring continuity and quality of services. | |
| ESG | ESG funds shelter operations and offset rising costs in emergency and interim housing programs | |
| LA County General Funds | LA County General Funds provide flexible support for provider contracts to ensure | |

sufficient staffing for interim housing.

City of LA General Fund

City of LA General Funds contribute to city-operated and contracted interim housing programs by covering cost increases related to staffing and insurance.

LA City Roadmap

LA City Roadmap funds contribute to city-operated and contracted interim housing programs.

Identify which of the following equity improvement areas will be addressed by Key Action 48.

Equity Areas for Key Action 48

| Equity area | Description of how Key Action 48 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

Service Delivery

Managing fully staffed, quality interim housing ensures that disproportionately impacted groups can access safe, stable, and supportive environments while transitioning to permanent housing.

Key Action 49

Description

Continue to apply for new housing opportunities (such as CoC Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO)) to expand the quantity of housing subsidies. (LAHSA – KA 10)

Identify which CA SPM(s) will be improved by Key Action 49 and how.

SPM Improvement Plan for Key Action 49

| CA SPM | Specific description of how Key Action 49 will improve this CA SPM |
|--------|--|
|--------|--|

CA SPM 3

The key action will increase the number of available housing subsidies by securing new funding opportunities, allowing more people experiencing homelessness to be placed into permanent housing.

Clear metric for how success of Key Action 49 will be measured

Identify funding sources that LAHSA or other jurisdictions are eligible for, applying, and being awarded additional resources to increase the availability of housing subsidies.

Maintain an updated regional funding plan to keep track of all resources, subsidies, etc.

Lead Entity for Key Action 49

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 49

Community providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 49

Milestones for Key Action 49

Target dates for Key Action 49 milestones

Add at least one (1) additional funding source identified for housing subsidies

9/30/2027

Target date for completing Key Action 49

9/30/2027

Funding Sources for Key Action 49

Funding Sources for Key Action 49

| Funding source | Description of how the funding will contribute to the achievement of Key Action 49 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------|---|--|
| HHAP 2-5 | LAHSA HHAP funds support system coordination, housing navigation, and flexible subsidies that can be used to match new housing opportunities and support long-term stability. | |
| LA County General Funds | LA County General Funds offer flexible support to fill gaps in housing subsidy programs and can be leveraged for administrative capacity or matching requirements tied to competitive funding | |
| LAHSA HUD Special NOFO | LAHSA HUD Special NOFO directly expands the number of housing subsidies available, especially for unsheltered and rural populations, through competitive CoC- based programs | |
| LAHSA NOFO | Annual LAHSA CoC NOFO funding helps sustain and grow permanent housing programs, offering essential base funding for ongoing housing subsidies and operations. | |
| ERF | State Encampment Resolution Funds support housing-focused | |

| | |
|-------------------------------|--|
| | strategies to resolve encampments, including flexible subsidies and service connections that transition people into permanent housing. |
| LA County Measure H/A | LAHSA's LA County Measure H/A funds provide ongoing funding for supportive services, housing navigation, and rental subsidies that align with an enhance new housing opportunities |
| Emergency Shelter Grant (ESG) | ESG supports RRH and housing stabilization services, helping to implement and sustain new housing placements made through expanded subsidies. |
| LA County DPSS | County DPSS provides temporary subsidies and case management that complement broader housing initiatives. |
| LA County HSP | County HSP funding helps prevent homelessness and supports short-term housing interventions, easing transitions into permanent housing when paired with new subsidies. |
| City of LA General Funds | City General Funds offer flexible support for local match requirements, service enhancements, or gap funding to ensure the success of new housing subsidy opportunities. |

Identify which of the following equity improvement areas will be addressed by Key Action 49.

Equity Areas for Key Action 49

| Equity area | Description of how Key Action 49 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Service Delivery | The key action expands housing subsidies that can be targeted to overrepresented groups, such as Black, Indigenous, and LGBTQ+ individuals. This helps reduce disparities in housing placements and supports racial and gender equity. |

Key Action 50

Description

Support the Shallow Subsidy financial assistance program. (LAHSA – KA 11)

Identify which CA SPM(s) will be improved by Key Action 50 and how.

SPM Improvement Plan for Key Action 50

| CA SPM | Specific description of how Key Action 50 will improve this CA SPM |
|----------|---|
| CA SPM 3 | The shallow subsidy program helps individuals maintain permanent housing after exiting homelessness by making rent more affordable over time. This increases housing retention and supports long-term success, contributing to improvements in SPM 3. |

Clear metric for how success of Key Action 50 will be measured

Measure the amount of shallow subsidies that are allotted and used in the region.

Lead Entity for Key Action 50

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 50

LA County

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 50

| Milestones for Key Action 50 | Target dates for Key Action 50 milestones |
|---|---|
| At least 900 shallow subsidies will be utilized in the region | 1/31/2027 |

Target date for completing Key Action 50

9/30/2027

Funding Sources for Key Action 50

Funding Sources for Key Action 50

| Funding source | Description of how the funding will contribute to the achievement of Key Action 50 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| LA County Measure H/A | LA County Measure H/A provides supportive services and case management that complement shallow subsidies to promote retention. | |

Identify which of the following equity improvement areas will be addressed by Key Action 50.

Equity Areas for Key Action 50

Equity area **Description of how Key Action 50 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

Housing Placements The Shallow Subsidy program supports racial and gender equity by helping individuals from overrepresented groups retain permanent housing through modest, sustained assistance, addressing disparities in housing loss and stability.

Key Action 51

Description

Maintain unit acquisition strategies, including Master Leasing (LAHSA – KA 12)

Identify which CA SPM(s) will be improved by Key Action 51 and how.

SPM Improvement Plan for Key Action 51

| CA SPM | Specific description of how Key Action 51 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Master leasing offers immediate access to housing by removing the typical barriers that make housing accessibility more difficult for those exiting homelessness, which gives the system direct control over units, allowing placement regardless of housing, employment, income, or criminal history. This strategy enables RRH for people in encampments or shelters. Over the past 18 months, LAHSA has acquired over 770 units of housing, which has led to a reduction in homelessness across the county. Ongoing funding for master leasing will enable LAHSA to acquire more units, thereby creating throughput at all levels of the system and more people exiting into permanent, stable housing. |

Clear metric for how success of Key Action 51 will be measured

Measure the increase in readily available permanent housing stock by tracking the number of units acquired, time to lease up units, and utilization of tenant-based rental resources within Master Leased Units

Lead Entity for Key Action 51

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 51

Homeless Service Providers, Affordable Housing Owners and/or Property Managers of Multi-family Buildings, Landlords, Affordable Housing Developers, City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 51

| Milestones for Key Action 51 | Target dates for Key Action 51 milestones |
|--|---|
| At least 753 units of permanent housing are acquired and leased up | 1/31/2027 |
| Target date for completing Key Action 51 | |
| 9/30/2027 | |

Funding Sources for Key Action 51

Funding Sources for Key Action 51

| Funding source | Description of how the funding will contribute to the achievement of Key Action 51 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| HHIP | HHIP funding supports partnerships between health systems and housing providers, which can be used for unit acquisition, master leasing, and services that improve housing access for medically vulnerable individuals. | |
| LA County Measure H/A | LA County Measure H/A funds landlord engagement, master leasing, and housing navigation efforts to identify and secure units, especially for high-acuity populations across LA. | |
| HHAP 2-5 | LA County HHAP funds provide countywide support for RRH prioritization strategies and services for TAY in interim housing, including culturally responsive and trauma informed care. | |
| HHAP 6 | LA County HHAP funds provide countywide support for RRH prioritization strategies and services for TAY in interim housing, including culturally responsive and trauma informed care. | YSA: Interim Housing Services and Services Coordination |
| LAHSA Special NOFO | LAHSA Special NOFO targets housing for unsheltered and rural populations and can be used to fund innovative acquisition strategies and permanent housing projects with a focus on equity. | |
| City of LA Roadmap | City of LA Roadmap funds locally tailored RRH services and housing supports by increasing time-limited subsidy slots. | |

| | | |
|--------|---|--|
| HHAP 5 | City of LA HHAP funds locally tailored RRH services and housing supports for youth by increasing time-limited subsidy slots. | |
| HHAP 6 | City of LA HHAP funds locally tailored RRH services and housing supports for youth by increasing time-limited subsidy slots. | YSA: Rapid Rehousing/ Rental Subsidies |
| ERF | State ERF funds master leasing efforts to identify and secure units, especially for high-acuity populations across Los Angeles. | |
| HHAP 6 | LAHSA HHAP-6 offers flexible funding for unit acquisition activities, including leasing costs, move-in assistance, and incentives to bring more units into the homeless response system. | Rapid Rehousing/ Rental Subsidies |
| HHAP 6 | LAHSA HHAP-6 supports the administrative work will support reporting and grant administration, regional planning and coordination of resources, and HMIS training and data management activities necessary to oversee HHAP-funded master leasing program. | Administrative Costs |

Identify which of the following equity improvement areas will be addressed by Key Action 51.

Equity Areas for Key Action 51

| Equity area | Description of how Key Action 51 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | The key action increases unit availability in areas accessible to populations disproportionately impacted by homelessness, such as Black, Latinx, and LGBTQ+ individuals. Master leasing and targeted acquisition help reduce placement barriers and ensure more equitable access to permanent housing. |

Key Action 52

Description

Increase supportive services for youth in interim housing, including transitional housing programs (THP) for TAY, to promote more housing placements in RRH) and fewer exits to homelessness. (LAHSA – KA 13)

Identify which CA SPM(s) will be improved by Key Action 52 and how.

SPM Improvement Plan for Key Action 52

| CA SPM | Specific description of how Key Action 52 will improve this CA SPM |
|----------|---|
| CA SPM 3 | The key action will create a direct pathway from interim housing to permanent housing for TAY through prioritized access to RRH, which increases the number of youth exiting homelessness into stable, long-term housing. |

Clear metric for how success of Key Action 52 will be measured

Utilize HMIS to track the number of people TAY moving from interim housing to RRH and exiting the program to permanent housing with rental assistance from RRH.

Lead Entity for Key Action 52

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 52

LA County, City of LA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 52

| Milestones for Key Action 52 | Target dates for Key Action 52 milestones |
|---|---|
| At least 20% of TAY will exit from interim housing to permanent housing | 1/31/2027 |

Target date for completing Key Action 52

6/30/2028

Funding Sources for Key Action 52

Funding Sources for Key Action 52

| Funding source | Description of how the funding will contribute to the achievement of Key Action 52 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| HHAP 2-5 | LAHSA HHAP funds provide flexible funding for TAY focused RRH subsidies, case management, and system coordination to prioritize youth exiting interim housing. | |
| HHAP 6 | LAHSA HHAP funds provide flexible funding for TAY focused RRH subsidies, case management, and system coordination to prioritize youth exiting interim housing. | YSA: Rapid Rehousing/ Rental Subsidies |

| | | |
|-------------------------|--|---|
| HHAP 6 | LAHSA HHAP funds provide flexible funding for TAY focused interim housing supportive services to provide operating support for case management, and system coordination to prioritize youth exiting interim housing. | YSA: Operating Expenses – Interim Housing |
| LA County General Fund | LA County General Funds support operational costs and fill funding gaps in RRH placements as part of the system flow for young people in transitional settings. | |
| City of LA General Fund | City of LA General funds help fund locally tailored RRH services and housing supports for TAY in interim housing settings. | |
| City of LA Roadmap | City of LA Roadmap funds align with the City's youth homelessness strategy, supporting RRH placements as part of the system flow for young people in transitional settings. | |
| HHAP 5 | City HHAP funding targets youth homelessness through flexible funding for RRH expansion, including subsidies and services for TAY exiting transitional housing. | |
| ERF | ERF funds can be used for housing placements, including RRH, for youth exiting encampments or unsheltered environments and entering interim housing. | |
| LA County Measure H/A | LA County Measure H/A funds provide ongoing funding for housing navigation, supportive services, and RRH subsidies tailored to vulnerable youth populations. | |
| ESG | ESG funding supports RRH related costs like rental assistance, move-in support, and case management for youth | |

moving out of shelters or transitional housing.

LA County DPSS

LA County DPSS funding offers financial and housing support for youth headed families transitioning from interim housing to RRH.

LA County Justice, Care, and Opportunities Department (JCOD)

LA JCOD funding supports justice-involved youth with housing services to stabilize transitions out of detention or group housing.

LAHSA NOFO

LAHSA NOFO funds TAY dedicated RRH projects as part of the annual HUD competition, increasing youth access to permanent housing from interim housing.

HHAP 2-5

LA County HHAP funds provide countywide support for RRH prioritization strategies and services for TAY in interim housing, including culturally responsive and trauma informed care.

Identify which of the following equity improvement areas will be addressed by Key Action 52.

Equity Areas for Key Action 52

| Equity area | Description of how Key Action 52 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|--------------------|---|
| Housing Placements | Key action advances equity by prioritizing TAY from overrepresented groups for RRH. This helps reduce disparities in access to permanent housing. |
|--------------------|---|

Key Action 53

Description

Implement document collection in interim housing, including transitional housing programs (THP) for TAY, to promote quicker housing placements. (LAHSA – KA 14)

Identify which CA SPM(s) will be improved by Key Action 53 and how.

SPM Improvement Plan for Key Action 53

| CA SPM | Specific description of how Key Action 53 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|----------|--|
| CA SPM 4 | The key action shortens homelessness duration by collecting documents early in |
|----------|--|

interim housing, speeding up transitions into permanent housing. This reduces delays and lowers the average time people experience homelessness.

Clear metric for how success of Key Action 53 will be measured

Use HMIS to track the upload of ID and Social Security Documents and to compare the length of time to permanent housing placements each FY to track the impact of document collection on system flow.

Lead Entity for Key Action 53

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 53

LA County, City of Glendale Continuum of Care (CoC), City of Long Beach CoC, City of LA, City of Pasadena CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 53

| Milestones for Key Action 53 | Target dates for Key Action 53 milestones |
|--|---|
| At least 80% of youth in interim housing will have their identification and Social Security Card uploaded into HMIS within 90 days of entering Interim Housing | 1/31/2027 |

Target date for completing Key Action 53

9/30/2027

Funding Sources for Key Action 53

Funding Sources for Key Action 53

| Funding source | Description of how the funding will contribute to the achievement of Key Action 53 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------|---|--|
| HHAP 3-5 | LAHSA HHAP funds support staffing and technology upgrades to streamline document collection and management within interim housing programs for TAY. | |
| LA County General Fund | LA County General Funds support administrative and operational costs associated with implementing efficient document collection processes. | |
| City of LA General Fund | City of LA General Funds prepare clients for permanent housing by ensuring document readiness | |
| City of LA Roadmap | City of LA Roadmap funding | |

| | | |
|-----------------------|---|---|
| | prepares clients for permanent housing by ensuring document readiness | |
| HHAP 2-5 | City of LA HHAP funding prepares clients for permanent housing by ensuring document readiness | |
| HHAP 6 | City of LA HHAP funding prepares clients for permanent housing by ensuring document readiness | Interim Housing Services and Services Coordination |
| ERF | ERF funding supports efforts to expedite housing placements by addressing documentation barriers for youth transitioning from encampments to interim housing. | |
| LA County Measure H/A | LA County Measure H/A funds provide administrative and operational costs associated with implementing efficient document collection processes. | |
| ESG | ESG funds can be used to enhance intake and assessment processes, including document collection, in shelter and interim housing settings. | |
| HHAP 2-5 | LA County HHAP is funding to improve system efficiencies around documentation to accelerate housing placements for TAY across the county. | |
| HHAP 6 | LA County HHAP is funding to improve system efficiencies around documentation to accelerate housing placements for TAY across the county. | YSA: Interim Housing Services and Services Coordination |

Identify which of the following equity improvement areas will be addressed by Key Action 53.

Equity Areas for Key Action 53

| Equity area | Description of how Key Action 53 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

Service Delivery

The key action reduces barriers in service delivery that disproportionately impact marginalized youth, ensuring faster and fairer access to housing for those most affected by homelessness.

Key Action 54

Description

Implement transfers from RRH to PSH and to Shallow Subsidy programs to support housing retention. (LAHSA – KA 15)

Identify which CA SPM(s) will be improved by Key Action 54 and how.

SPM Improvement Plan for Key Action 54

| CA SPM | Specific description of how Key Action 54 will improve this CA SPM |
|----------|---|
| CA SPM 5 | By implementing transfers from RRH to PSH and promoting transitions to Shallow Subsidy programs, the system provides continued support and housing affordability, which prevents premature exits from assistance, reduces risk of eviction, and addresses barriers that cause people to return to homelessness. |

Clear metric for how success of Key Action 54 will be measured

Measure data to determine if individuals transferred from RRH to PSH is decreasing returns to homelessness.

Measure data to determine if transfers to Shallow Subsidy programs are decreasing exits to homelessness.

Lead Entity for Key Action 54

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 54

LA County, LA County DHS, City of LA, Community Providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 54

| Milestones for Key Action 54 | Target dates for Key Action 54 milestones |
|--|---|
| At least 500 individuals will successfully transfer from RRH to PSH or Shallow Subsidy | 1/31/2027 |

Target date for completing Key Action 54

9/30/2027

Funding Sources for Key Action 54

Funding Sources for Key Action 54

| Funding source | Description of how the funding will contribute to the achievement of Key Action 54 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key |
|----------------|--|--|
|----------------|--|--|

Action.

| | |
|------------------------|--|
| LAHSA CoC NOFO | CoC NOFO funding supports both RRH and PSH projects. This allows the system to maintain and expand the availability of units and rental assistance needed to facilitate client transfers from RRH to PSH, ensuring longer-term housing stability. |
| LAHSA HUD Special NOFO | HUD Special NOFO funding supports both RRH and PSH projects. This allows the system to maintain and expand the availability of units and rental assistance needed to facilitate client transfers from RRH to PSH, ensuring longer-term housing stability. |
| LA County Measure H/A | LA County Measure H/A funding supports both RRH and PSH projects. This allows the system to maintain and expand the availability of units and rental assistance needed to facilitate client transfers from RRH to PSH, ensuring longer-term housing stability. |
| HHAP 6 | LAHSA HHAP 6 funding supports Rapid Rehousing/ Rental RRH projects allowing the system Subsidies to maintain the availability of units and rental assistance needed to facilitate client transfers from RRH to PSH, ensuring longer-term housing stability. |

Identify which of the following equity improvement areas will be addressed by Key Action 54.

Equity Areas for Key Action 54

| Equity area | Description of how Key Action 54 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | By creating structured pathways for clients to move from RRH to more suitable long-term housing programs like PSH and Shallow Subsidies, this key action promotes more equitable service delivery and housing retention outcomes—addressing disparities rooted in differences in client needs, access to resources, and system navigation. |

Key Action 55

Description

Support encampment resolution to move people from street to interim and permanent housing. (LAHSA – KA 16)

Identify which CA SPM(s) will be improved by Key Action 55 and how.

SPM Improvement Plan for Key Action 55

| CA SPM | Specific description of how Key Action 55 will improve this CA SPM |
|----------|---|
| CA SPM 6 | Encampment resolution strategies offer concentrated outreach resources (staff, services, and housing options) in high-need areas. This targeted approach increases the likelihood of successful engagements and placements since outreach teams are better equipped and more focused. |

Clear metric for how success of Key Action 55 will be measured

Track HMIS data from street outreach to monitor the impact of encampment resolution efforts on participation in interim and permanent housing.

Lead Entity for Key Action 55

Los Angeles City & County CoC

Collaborating entity/ies for Key Action 55

LA County and City of LA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 55

| Milestones for Key Action 55 | Target dates for Key Action 55 milestones |
|--|---|
| At least 500 individuals experiencing unsheltered homelessness will come inside from encampments | 1/31/2027 |

Target date for completing Key Action 55

9/30/2027

Funding Sources for Key Action 55

Funding Sources for Key Action 55

| Funding source | Description of how the funding will contribute to the achievement of Key Action 55 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------|--|--|
| City of LA General Fund | City General funds support the City's Inside Safe encampment resolution program as well as LAHSA's street outreach teams that provide outreach and | |

| | | |
|------------------------|--|---|
| | coordination during resolution activities. | |
| ERF | ERF funds will directly support the implementation of the encampment resolution strategy by providing the necessary resources, staffing, and housing access needed to move individuals from unsheltered homelessness into safe, stable placements. | |
| LA County Measure H/A | LA County Measure H/A will directly support the implementation of the encampment resolution strategy by providing the necessary resources, staffing, and housing access needed to move individuals from unsheltered homelessness into safe, stable placements. | |
| LAHSA HUD Special NOFO | Special NOFO funds will directly support the supportive services and rental assistance programs needed to move people out of interim housing and into permanent housing allowing for shelter resources to be available for additional encampment efforts. | |
| HHAP 5 | City of LA HHAP will maintain existing encampment resolution efforts to facilitate connections to interim and permanent housing. | |
| HHAP 6 | City of LA HHAP will maintain existing encampment resolution efforts to facilitate connections to interim and permanent housing. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |
| HHAP 6 | City of LA HHAP will maintain existing encampment resolution efforts to facilitate connections to interim and permanent housing. | Interim Housing Services and Services Coordination |

Identify which of the following equity improvement areas will be addressed by Key Action 55.

Equity Areas for Key Action 55

| Equity area | Description of how Key Action 55 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | Encampment resolutions often allocate dedicated housing and services to those in greatest need. This action can prioritize placements for people of color, older adults, LGBTQ+ individuals, and others disproportionately impacted by homelessness, use equity-focused assessment tools and racial equity dashboards to monitor impact, and address systemic biases in placement decisions. |

Key Action 56

Description

Deploy outreach teams across the region who engage and connect unsheltered people experiencing homelessness to needed resources and services with the ultimate goal of connecting them with permanent housing, including but not limited to Multi-Disciplinary Teams (MDTs), Homeless Outreach Services Teams (HOST) and Homeless Engagement Teams (HET). (LA County – KA 1)

Identify which CA SPM(s) will be improved by Key Action 56 and how.

SPM Improvement Plan for Key Action 56

| CA SPM | Specific description of how Key Action 56 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Supporting outreach teams can increase access to homelessness services by engaging and connecting unsheltered individuals to housing and resources, which can also reduce unsheltered homelessness. |
| CA SPM 1b | Supporting outreach teams can increase access to homelessness services by engaging and connecting unsheltered individuals to housing and resources, which can also reduce unsheltered homelessness. |

Clear metric for how success of Key Action 56 will be measured

Track the number of individuals who obtained referrals and number of individuals placed in interim housing

Lead Entity for Key Action 56

Los Angeles County

Collaborating entity/ies for Key Action 56

LA County Department of Health Services, LAHSA, Homeless Service Providers, LA County CEO-HI, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 56

| Milestones for Key Action 56 | Target dates for Key Action 56 milestones |
|--|---|
| Refer and connect at least 8,000 individuals to services and place at least 1,500 individuals into interim housing | 6/30/2027 |

Target date for completing Key Action 56
6/30/2029

Funding Sources for Key Action 56

Funding Sources for Key Action 56

| Funding source | Description of how the funding will contribute to the achievement of Key Action 56 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|---|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided with other local and state, resources to maximize impact, enhance service integration, and strengthen implementation of the MDT outreach to effectively support unsheltered people experiencing homelessness. | |
| Housing and Disability Advocacy Program (HDAP) | HDAP will be utilized to support MDT outreach for people experiencing or at risk of homelessness who are likely eligible for disability benefits by providing advocacy for disability benefits as well as housing supports. | |
| LA County General Fund | LA County's General Fund dollars support MDTs by providing flexible resources to engage unsheltered individuals, connect them to critical services, and facilitate pathways to housing. | |
| Medi-Cal MCPs: CalAIM Community Supports and Enhanced Care Management | Medi-Cal MCPs contract with the LA County DHS to fund a portion of the costs associated with multi-disciplinary outreach teams, as authorized for Enhanced Care Management (ECM) and Community Supports (pursuant to CalAIM). | |
| City of LA GCP-additional homeless services | City of LA GCP Funds will support outreach sources that help engage unsheltered individuals and reduce barriers to | |

housing connections.

HHAP 4-5

City of LA HHAP funds will support outreach coordination, staffing, and housing navigation services, strengthen engagement efforts and improve connections to permanent housing for unsheltered individuals.

HHAP 6

City of LA HHAP funds will support outreach coordination, staffing, and housing navigation services, strengthen engagement efforts and improve connections to permanent housing for unsheltered individuals.

Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 56.

Equity Areas for Key Action 56

Equity area

Description of how Key Action 56 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

Ensures historically marginalized and underserved populations, which are overrepresented in the unsheltered homeless population, are engaged and supported through tailored engagement strategies. This approach fosters more inclusive, person-centered care and improved equitable service delivery and housing outcomes.

Key Action 57

Description

Implementing Pathway Home, an expansion of LA County’s ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities with the goal of reducing unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. (LA County – KA 2)

Identify which CA SPM(s) will be improved by Key Action 57 and how.

SPM Improvement Plan for Key Action 57

CA SPM

Specific description of how Key Action 57 will improve this CA SPM

CA SPM 1a

Continuing to implement Pathway Home operations can result in an increase in the number of people accessing homelessness services, by targeting various communities across the county and can reduce unsheltered homelessness by bringing people indoors.

CA SPM 1b

Continuing to implement Pathway Home operations can result in an increase in the number of people accessing homelessness services, by targeting various

communities across the county and can reduce unsheltered homelessness by bringing people indoors.

Clear metric for how success of Key Action 57 will be measured

Track the number of encampment resolutions that have occurred, number of individuals placed in interim housing,

Lead Entity for Key Action 57

Los Angeles County

Collaborating entity/ies for Key Action 57

LA County DHS, other LA County Departments, LAHSA, Homeless Service Providers, Local Jurisdictions and Unincorporated Communities, Affordable Housing Developers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 57

Milestones for Key Action 57

Target dates for Key Action 57 milestones

Resolve at least 30 encampments, and place at least 1,500 individuals in interim housing 6/30/2027

Target date for completing Key Action 57

6/30/2029

Funding Sources for Key Action 57

Funding Sources for Key Action 57

| Funding source | Description of how the funding will contribute to the achievement of Key Action 57 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|------------------------|---|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided with other local, state, and/or federal resources to maximize impact and strengthen the continued implementation of Pathway Home to effectively support unsheltered people experiencing homelessness. | |
| ERF-3R | The ERF-3R grant will support the Pathway Home program in addressing encampment resolutions, including along Caltrans corridors. | |
| LA County General Fund | LA County's General Fund | |

dollars support Pathway Home by providing flexible resources to engage unsheltered individuals, connect them to critical services, and facilitate pathways to housing.

Identify which of the following equity improvement areas will be addressed by Key Action 57.

Equity Areas for Key Action 57

| Equity area | Description of how Key Action 57 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|---|--|
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. | The Pathway Home program will continue utilizing the County's Equity Explorer Tool, which uses demographic data to indicate areas of highest, high, moderate, low, and lowest need to geographically identify communities disproportionately impacted. The County uses this equity tool to prioritize encampment resolution sites for the Pathway Home program, ensuring overrepresented populations experiencing homelessness receive equitable access to services and housing. |

Key Action 58

Description

Sustain the LA County DMH Homeless Outreach and Mobile Engagement (HOME) teams. HOME provides field-based outreach, engagement, support, and treatment to individuals with severe and persistent mental illness who are experiencing unsheltered homelessness. Services are provided by addressing basic needs; conducting clinical assessments; providing street psychiatry; and providing linkage to appropriate services (including mental health services substance abuse treatment and shelter). (LA County – KA 3)

Identify which CA SPM(s) will be improved by Key Action 58 and how.

SPM Improvement Plan for Key Action 58

| CA SPM | Specific description of how Key Action 58 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | Sustaining the LA County DMH Homeless Outreach and Mobile Engagement (HOME) teams can increase access to homeless services by connecting people on the street with resources, including housing and can reduce the number of people experiencing unsheltered homelessness. |
| CA SPM 1b | Sustaining the LA County DMH Homeless Outreach and Mobile Engagement (HOME) teams can increase access to homeless services by connecting people on the street with resources, including housing and can reduce the number of people experiencing unsheltered homelessness. |

Clear metric for how success of Key Action 58 will be measured

Track the people referred to services, number of people placed in interim housing

Lead Entity for Key Action 58

Los Angeles County

Collaborating entity/ies for Key Action 58

LA County DMH, LAHSA, Homeless Service Providers, LA County CEO-HI, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 58

Milestones for Key Action 58

Target dates for Key Action 58 milestones

Refer at least 8,000 individuals, and place at least 1,500 individuals into interim housing 6/30/2027

Target date for completing Key Action 58
6/30/2029

Funding Sources for Key Action 58

Funding Sources for Key Action 58

Funding source

Description of how the funding will contribute to the achievement of Key Action 58

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

LA County Measure H/A

LA County Measure H, now A, is a flexible funding source that will be strategically braided with other local, state, and/or federal resources to maximize impact and strengthen the continued implementation of DMH's HOME teams to effectively support unsheltered people experiencing homelessness with sever and persistent mental illness.

MHSA/BHSA

LA County MHSA/BHSA funding will support DMH's HOME teams by providing funding to provide services to people experiencing homelessness with substance use disorders or serious mental illness. he funding sources will be strategically braided with other local, state, and/or federal resources to maximize impact, enhance service integration, and strengthen implementation of the Key Action to effectively support people experiencing

homelessness.

CalAIM

CalAIM will be utilized to support HOME teams outreaching to people experiencing or at risk of homelessness with complex needs, to help coordinate their care, which includes connecting them to treatment for any physical or mental health conditions and substance use disorder, and to social services.

Identify which of the following equity improvement areas will be addressed by Key Action 58.

Equity Areas for Key Action 58

| Equity area | Description of how Key Action 58 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|---|
| Service Delivery | Ensures historically marginalized and underserved populations, which are overrepresented in the unsheltered homeless population, are engaged and supported through tailored engagement strategies. This approach fosters more inclusive, person-centered care and improved equitable service delivery and housing outcomes. |
|------------------|---|

Key Action 59

Description

Increase support for Cities, COGs, and unincorporated areas through the expansion of the Local Solutions Fund program, which includes funding for homelessness prevention, homeless services, and affordable housing. (LA County – KA 4)

Identify which CA SPM(s) will be improved by Key Action 59 and how.

SPM Improvement Plan for Key Action 59

| CA SPM | Specific description of how Key Action 59 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | Increasing co-investment opportunities for cities and Councils of Government (COGs) for interim housing operations can result in expanding access to homeless services and by bringing people indoors during the operations can reduce the number of people experiencing homelessness. |
| CA SPM 1b | Increasing co-investment opportunities for cities and Councils of Government (COGs) for interim housing operations can result in expanding access to homeless services and by bringing people indoors during the operations can reduce the number of people experiencing homelessness. |

Clear metric for how success of Key Action 59 will be measured

Track the number of executed operating agreements with cities, COGs, and unincorporated areas receiving local solutions funding.

Lead Entity for Key Action 59

Los Angeles County

Collaborating entity/ies for Key Action 59

All Cities, unincorporated areas and COGs within LA County

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 59

| Milestones for Key Action 59 | Target dates for Key Action 59 milestones |
|---|---|
| Execute at least 20 operating agreements with Cities, COGs and Unincorporated areas | 6/30/2027 |

Target date for completing Key Action 59

6/30/2029

Funding Sources for Key Action 59

Funding Sources for Key Action 59

| Funding source | Description of how the funding will contribute to the achievement of Key Action 59 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided by cities, COGs, and unincorporated areas to maximize impact and strengthen the continued implementation of interim housing sites to effectively support people experiencing homelessness in their jurisdictions. | |

Identify which of the following equity improvement areas will be addressed by Key Action 59.

Equity Areas for Key Action 59

| Equity area | Description of how Key Action 59 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|---|---|
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to | Equity was a key consideration in evaluating the impact of funding formulas and distribution methods of the Local Solutions Fund. Using multi-year average Point-in-Time (PIT) counts ensures more stable funding for jurisdictions with persistently high levels of homelessness, which often include communities of color. Additionally, incorporating data from the American Community Survey (ACS) to account for deep family poverty and doubled-up households helps address gaps in HUD’s definition of |

housing and services. homelessness—gaps that disproportionately affect women, families, and communities of color by undercounting hidden homelessness. These adjustments aim to more accurately reflect need and reduce racial and gender disparities in resource allocation

Key Action 60

Description

Continue supporting Inside Safe, the City of LA’s Encampment Resolution program, through the planning and response phases of every operation. The partnership includes LA County representation during many of the City of LA’s planning and operational meetings; and aligning LA County operated and contracted resources to support the City of LA, including outreach teams, interim and permanent housing resources, and LA County department services. (LA County – KA 5)

Identify which CA SPM(s) will be improved by Key Action 60 and how.

SPM Improvement Plan for Key Action 60

| CA SPM | Specific description of how Key Action 60 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Supporting the Inside Safe Encampment Resolution program can result in a reduction of unsheltered homelessness by bringing people indoors and aligning LA County-operated and contracted resources, which can also decrease the average length of time that people experience homelessness while accessing services. |
| CA SPM 4 | Supporting the Inside Safe Encampment Resolution program can result in a reduction of unsheltered homelessness by bringing people indoors and aligning LA County-operated and contracted resources, which can also decrease the average length of time that people experience homelessness while accessing services. |

Clear metric for how success of Key Action 60 will be measured

Track participation in Inside Safe operations and the number of interim housing placements.

Lead Entity for Key Action 60

Los Angeles County

Collaborating entity/ies for Key Action 60

City of LA, other LA County Depts, LAHSA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 60

| Milestones for Key Action 60 | Target dates for Key Action 60 milestones |
|--|---|
| Participation in at least 95 Inside Safe operations. Place at least 1,500 individuals in interim housing | 6/30/2027 |

Target date for completing Key Action 60

6/30/2029

Funding Sources for Key Action 60

Funding Sources for Key Action 60

| Funding source | Description of how the funding will contribute to the achievement of Key Action 60 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that funds resources to maximize impact and strengthen the continued implementation of the City of LA's Inside Safe program to effectively support unsheltered people experiencing homelessness by providing LA County resources and services. | |

Identify which of the following equity improvement areas will be addressed by Key Action 60.

Equity Areas for Key Action 60

| Equity area | Description of how Key Action 60 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Service Delivery | This Key Action advances racial and gender equity by coordinating resources to address the disproportionate impact of unsheltered homelessness on black, indigenous and people of color (BIPOC) communities, women, and gender-diverse individuals living in encampments. By actively partnering in the planning and response phases of encampment resolutions, LA County ensures that outreach efforts are equitable, trauma-informed, and culturally responsive. Aligning County-operated services helps ensure that historically marginalized populations receive consistent, coordinated care and are not left behind in the transition from street to housing. This collaborative approach helps reduce disparities in access to supportive services. |
| Housing Placements | This Key Action advances racial and gender equity by coordinating resources to address the disproportionate impact of unsheltered homelessness on BIPOC communities, women, and gender-diverse individuals living in encampments. By actively partnering in the planning and response phases of encampment resolutions, LA County ensures that housing efforts are equitable, trauma-informed, and culturally responsive. Aligning County-operated services helps ensure that historically marginalized populations receive consistent, coordinated care and are not left behind in the transition from street to housing. This collaborative approach helps reduce disparities in access to housing. |

Key Action 61

Description

Support recuperative care interim housing for individuals who are recovering from an acute illness or injury and need stable housing with medical care; and stabilization housing for people with complex health and/or behavioral health conditions who require supportive services not available in most shelters.

(LA County – KA 6)

Identify which CA SPM(s) will be improved by Key Action 61 and how.

SPM Improvement Plan for Key Action 61

| CA SPM | Specific description of how Key Action 61 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Supporting housing stabilization can result in a reduction in unsheltered homelessness by providing interim housing solutions and additional resources for individuals needing higher levels of care, which can reduce the average length of time that people experience homelessness while housed and receiving services. |
| CA SPM 4 | Supporting housing stabilization can result in a reduction in unsheltered homelessness by providing interim housing solutions and additional resources for individuals needing higher levels of care, which can reduce the average length of time that people experience homelessness while housed and receiving services. |

Clear metric for how success of Key Action 61 will be measured

Track the number of individuals newly enrolled, and individuals who exited the program into permanent housing.

Lead Entity for Key Action 61

Los Angeles County

Collaborating entity/ies for Key Action 61

LAHSA, Homeless Service Providers, Local Jurisdictions, LA County DHS-HFH

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 61

| Milestones for Key Action 61 | Target dates for Key Action 61 milestones |
|---|---|
| Serve at least 11,500 individuals and exit at least 2,100 individuals to permanent housing. | 6/30/2027 |

Target date for completing Key Action 61

6/30/2029

Funding Sources for Key Action 61

Funding Sources for Key Action 61

| Funding source | Description of how the funding will contribute to the achievement of Key Action 61 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that funds resources to maximize impact and strengthen the continued implementation of LA | |

County DHS's stabilization housing program to effectively support people experiencing homelessness by providing interim housing and medical services.

City of LA GCP Additional Homeless Services

City of LA CGP funding sources will be strategically braided with other local, state, and/or federal resources to maximize impact, enhance service integration, and strengthen implementation of the Key Action to effectively support people experiencing homelessness.

Medi-Cal MCPs: CalAIM Community Supports and Enhanced Care Management

Medi-Cal MCPs contract with the LA County DHS to fund a portion of the costs associated with recuperative care/medical respite, as authorized for Enhanced Care Management (ECM) and Community Supports (pursuant to CalAIM).

Identify which of the following equity improvement areas will be addressed by Key Action 61.

Equity Areas for Key Action 61

| Equity area | Description of how Key Action 61 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Service Delivery | This Key Action advances equity by providing tailored, intensive support for populations disproportionately impacted by homelessness and health or behavioral health disparities, to provide safe and supportive environments that recognize the intersection of race, gender, and health and behavioral health for people experiencing homelessness. By prioritizing access for marginalized groups and offering responsive case management, resource linkages, and medical oversight, the Key Action helps to reduce systemic barriers and promotes more equitable outcomes in housing stability and service delivery. |
| Housing Placements | This Key Action advances equity by providing tailored, intensive support for populations disproportionately impacted by homelessness and health or behavioral health disparities, to provide safe and supportive environments that recognize the intersection of race, gender, and health and behavioral health for people experiencing homelessness. By prioritizing access for marginalized groups and offering responsive case management, resource linkages, and medical oversight, the Key Action helps to reduce systemic barriers and promotes more equitable outcomes in housing stability and service delivery. |

Key Action 62

Description

Maintain rental subsidies for individuals who are homeless or at risk of homelessness who are receiving General Relief benefits and pursuing Supplemental Security Income (SSI). (LA County – KA 7)

Identify which CA SPM(s) will be improved by Key Action 62 and how.

SPM Improvement Plan for Key Action 62

| CA SPM | Specific description of how Key Action 62 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Maintaining rental subsidies can result in an increase in the number of people exiting homelessness into permanent housing by providing income resources to attain or sustain permanent housing placement. |

Clear metric for how success of Key Action 62 will be measured

Track number of individuals who secured housing with rental subsidy, and individuals approved for SSI.

Lead Entity for Key Action 62

Los Angeles County

Collaborating entity/ies for Key Action 62

City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, LA County DPSS

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 62

| Milestones for Key Action 62 | Target dates for Key Action 62 milestones |
|---|---|
| House at least 400 individuals with a rental subsidy and connect at least 100 individuals to SSI. | 6/30/2027 |

Target date for completing Key Action 62

6/30/2029

Funding Sources for Key Action 62

Funding Sources for Key Action 62

| Funding source | Description of how the funding will contribute to the achievement of Key Action 62 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that supports the County's DPSS to maximize impact and strengthen the department's efforts to effectively house GR participants pursuing SSI. | |

LA County General Fund

LA County’s General Fund dollars support GR participants by providing flexible resources to facilitate pathways to housing.

Identify which of the following equity improvement areas will be addressed by Key Action 62.

Equity Areas for Key Action 62

| Equity area | Description of how Key Action 62 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|--------------------|---|
| Housing Placements | This Key Action addresses system performance metrics by serving populations that disproportionately include people of color, women, and gender-diverse individuals due to systemic inequities in income, employment, and access to benefits. By supporting those pursuing SSI, the program helps stabilize individuals with disabilities and chronic health conditions, who often face intersecting barriers related to race, gender, and poverty. Ensuring housing stability during this critical transition reduces the risk of deepening disparities and promotes more equitable access to long-term housing and financial security. |
|--------------------|---|

Key Action 63

Description

Implement the Intensive Case Management Services (ICMS) program, which provides a range of tailored supportive services designed to meet the individual needs of clients in PSH, including outreach and engagement; intake and assessment; housing navigation; housing case management; housing stabilization; eviction prevention; linkages to health, mental health, and substance use disorder services; benefits establishment; vocational assistance; and more. (LA County – KA 8)

Identify which CA SPM(s) will be improved by Key Action 63 and how.

SPM Improvement Plan for Key Action 63

| CA SPM | Specific description of how Key Action 63 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Supporting the Intensive Case Management Services (ICMS) program can result in an increase of the number of people exiting homelessness into permanent housing by providing to long term case management for individuals with high-barrier needs to maintain permanent housing, which can reduce the percent of people who return to homelessness within six months. |
| CA SPM 5 | Supporting the Intensive Case Management Services (ICMS) program can result in an increase of the number of people exiting homelessness into permanent housing by providing to long term case management for individuals with high-barrier needs to maintain permanent housing, which can reduce the percent of people who return to homelessness within six months. |

Clear metric for how success of Key Action 63 will be measured

Track the number of individuals placed in permanent housing, and number of individuals who retained their housing after 12 months reporting on retention.

Lead Entity for Key Action 63

Los Angeles County

Collaborating entity/ies for Key Action 63

LA Care, Health Net FQHCs, Homeless Service Providers, City of Long Beach CoC, LA County DHS

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 63

| Milestones for Key Action 63 | Target dates for Key Action 63 milestones |
|--|---|
| Place at least 1,500 individuals in permanent housing and support at least 1,000 individuals retain their housing after 12 months. | 6/30/2027 |

Target date for completing Key Action 63

6/30/2029

Funding Sources for Key Action 63**Funding Sources for Key Action 63**

| Funding source | Description of how the funding will contribute to the achievement of Key Action 63 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| HHAP 5 | LA County HHAP funds support individuals in PSH by pairing ICMS to address their complex needs. | |
| HHAP 6 | LA County HHAP funds support individuals in PSH by pairing ICMS to address their complex needs. | Permanent Housing Services and Services Coordination |
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that is strategically braided with other state resources to maximize impact, enhance service integration, and strengthen implementation of ICMS to effectively support individuals in PSH. | |
| CalAIM | CalAIM will be utilized to provide ICMS services to people in PSH with complex needs, to help coordinate their care, which includes connecting them to treatment for any physical or | |

mental health conditions and substance use disorders.

Medi-Cal MCPs: CalAIM Community Supports and Enhanced Care Management

Medi-Cal MCPs contract with the LA County DHS to fund a portion of the costs associated with tenancy sustaining services including ICMS, as authorized for Enhanced Care Management (ECM) and Community Supports (pursuant to CalAIM).

Identify which of the following equity improvement areas will be addressed by Key Action 63.

Equity Areas for Key Action 63

| Equity area | Description of how Key Action 63 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|--------------------|--|
| Housing Placements | This Key Action advances racial and gender equity by delivering individualized, culturally responsive support that addresses the systemic barriers faced by communities of color, women, and gender-diverse individuals. By offering tailored services alongside health, mental health, and substance use treatment, the Key Action helps to close access gaps created by systemic inequities. The person-centered approach ensures that each individual's unique needs, including those shaped by race, gender identity, and lived experiences of trauma or discrimination, are recognized and addressed to promote long-term housing stability and equitable outcomes. |
|--------------------|--|

Key Action 64

Description

Implement employment services to assist clients in maintaining or accessing housing. (LA County – KA 9)

Identify which CA SPM(s) will be improved by Key Action 64 and how.

SPM Improvement Plan for Key Action 64

| CA SPM | Specific description of how Key Action 64 will improve this CA SPM |
|----------|--|
| CA SPM 5 | Increasing investments in employment services can result in a percent decrease of people who return to homelessness within 6 months. By improving access to employment and stable income, clients are better equipped to attain permanent housing stability. |

Clear metric for how success of Key Action 64 will be measured

Track the number of individuals served and engaged in transitional employment.

Lead Entity for Key Action 64

Los Angeles County

Collaborating entity/ies for Key Action 64

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 64

| Milestones for Key Action 64 | Target dates for Key Action 64 milestones |
|--|---|
| Serve and engage at least 180 individuals in transitional employment | 6/30/2026 |

Target date for completing Key Action 64
6/30/2026

Funding Sources for Key Action 64

Funding Sources for Key Action 64

| Funding source | Description of how the funding will contribute to the achievement of Key Action 64 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that is strategically braided with other state resources to maximize impact, enhance service integration, and strengthen implementation of employment programming to effectively support people experiencing or at risk of experiencing homelessness. | |

Identify which of the following equity improvement areas will be addressed by Key Action 64.

Equity Areas for Key Action 64

| Equity area | Description of how Key Action 64 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|---|---|
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. | This Key Action advances racial and gender equity by addressing systemic barriers to economic opportunity that disproportionately affect BIPOC individuals, women, and gender-diverse people experiencing homelessness. These services provide tailored support such as job readiness training, vocational placement, and ongoing employment assistance, helping individuals overcome discrimination in the labor market and access stable income. The Key Action promotes long-term stability and self-sufficiency, particularly for marginalized groups who have historically faced inequities in both employment and housing access. |

Key Action 65

Description

Implement the Countywide Benefits Entitlements Services Team (CBEST) program. (LA County – KA 10)

Identify which CA SPM(s) will be improved by Key Action 65 and how.

SPM Improvement Plan for Key Action 65

| CA SPM | Specific description of how Key Action 65 will improve this CA SPM |
|----------|--|
| CA SPM 5 | Supporting the Countywide Benefits Entitlements Services Team (CBEST) program can result in a percent decrease of people who return to homelessness within 6 months as clients have access to linkages, such as income resources, to maintain permanent housing. |

Clear metric for how success of Key Action 65 will be measured

Track number of individuals enrolled in CBEST, number of applications submitted, and number of applications approved

Lead Entity for Key Action 65

Los Angeles County

Collaborating entity/ies for Key Action 65

LA County DMH, LA County MVA, County DHS, other LA County Departments

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 65

| Milestones for Key Action 65 | Target dates for Key Action 65 milestones |
|--|---|
| Submit at least 500 benefit applications, and connect at least 150 individuals to benefits | 6/30/2027 |

Target date for completing Key Action 65

6/30/2029

Funding Sources for Key Action 65**Funding Sources for Key Action 65**

| Funding source | Description of how the funding will contribute to the achievement of Key Action 65 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|--|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that funds resources to maximize impact by matching State dollars to support the County's CBEST program across multiple departments to effectively support linking people | |

experiencing homelessness to eligible resources and services.

HDAP

HDAP will be utilized to support LA County’s CBEST program for people experiencing or at risk of homelessness who are likely eligible for disability benefits by providing advocacy for disability benefits as well as housing supports.

Identify which of the following equity improvement areas will be addressed by Key Action 65.

Equity Areas for Key Action 65

| Equity area | Description of how Key Action 65 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|---|
| Service Delivery | This Key Action advances racial and gender equity by helping low-income, disabled, elderly people experiencing homelessness —many of whom are BIPOC, women, and gender-diverse—navigate and access critical disability benefits that are often denied due to systemic inequities and complex bureaucratic processes. By providing culturally competent consultation, psychological testing, legal support, and coordination across multiple County departments, the program reduces structural barriers that disproportionately affect marginalized communities. This support not only increases access to stable income and services but also enhances housing stability and health outcomes for populations historically excluded from timely and equitable benefit access. |
|------------------|---|

Key Action 66

Description

Implement programs and services for homeless veterans including resource centers aiming to enhance and expand pathways that connect veterans experiencing homelessness to vital housing and services and a centralized call center designed to streamline and optimize support for homeless veterans, benefits advocacy and improved coordination for document readiness to enhance and expand access to housing programs and services. (LA County – KA 11)

Identify which CA SPM(s) will be improved by Key Action 66 and how.

SPM Improvement Plan for Key Action 66

| CA SPM | Specific description of how Key Action 66 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Implementing homeless veteran resource centers can result in an increase for veterans accessing homelessness services by connecting them to housing and other resources available through the resource centers. |

Clear metric for how success of Key Action 66 will be measured

Track the number of individuals served through programs that serve homeless veterans

Lead Entity for Key Action 66

Los Angeles County

Collaborating entity/ies for Key Action 66

LA County Department of Military and Veterans Affairs (MVA), LAHSA and all relevant LA County Departments

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 66

Milestones for Key Action 66

Target dates for Key Action 66 milestones

Serve at least 100 veterans through homelessness programs

6/30/2027

Target date for completing Key Action 66

6/30/2029

Funding Sources for Key Action 66

Funding Sources for Key Action 66

Funding source

Description of how the funding will contribute to the achievement of Key Action 66

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

LA County Measure H/A

LA County Measure H/A funding sources will be strategically braided with other local, state, and/or federal resources to maximize impact, enhance service integration, and strengthen implementation of the Key Action to effectively support people experiencing homelessness.

Identify which of the following equity improvement areas will be addressed by Key Action 66.

Equity Areas for Key Action 66

Equity area

Description of how Key Action 66 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

This Key Action advances racial and gender equity by focusing on veterans who are disproportionately impacted by homelessness. These centers provide targeted, coordinated access to housing and supportive services in locations that are accessible and responsive to the unique experiences and barriers faced by historically marginalized veteran populations. By intentionally designing services to meet the diverse needs of all veterans, the program helps close equity gaps in housing access, health care, and

benefits, and promotes more just and inclusive outcomes.

Housing Placements

This Key Action advances racial and gender equity by focusing on veterans who are disproportionately impacted by homelessness. These centers provide targeted, coordinated access to housing and supportive services in locations that are accessible and responsive to the unique experiences and barriers faced by historically marginalized veteran populations. By intentionally designing services to meet the diverse needs of all veterans, the program helps close equity gaps in housing access, health care, and benefits, and promotes more just and inclusive outcomes.

Key Action 67

Description

Administer the Homeless Prevention Unit, which uses predictive analytics to identify and support clients at the highest risk of homelessness. (LA County – KA 12)

Identify which CA SPM(s) will be improved by Key Action 67 and how.

SPM Improvement Plan for Key Action 67

| CA SPM | Specific description of how Key Action 67 will improve this CA SPM |
|---------------|--|
| CA SPM 1a | Continuing implementation of the Homeless Prevention Unit can result in a decrease in the percentage of people who return to homelessness within six months of exiting to permanent housing by supporting clients in accessing services to maintain housing stability. |
| CA SPM 5 | Continuing implementation of the Homeless Prevention Unit can result in a decrease in the percentage of people who return to homelessness within six months of exiting to permanent housing by supporting clients in accessing services to maintain housing stability. |

Clear metric for how success of Key Action 67 will be measured

Track number of individuals served and number of individuals that exit the prevention program who retain their housing or transition directly into permanent housing

Lead Entity for Key Action 67

Los Angeles County

Collaborating entity/ies for Key Action 67

LA County DHS-HFH, other LA County Departments

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 67

| Milestones for Key Action 67 | Target dates for Key Action 67 milestones |
|--|--|
| Serve at least 500 individuals at risk of homelessness and support at least 400 individuals to maintain or obtain permanent housing. | 6/30/2026 |

Target date for completing Key Action 67

Funding Sources for Key Action 67

Funding Sources for Key Action 67

| Funding source | Description of how the funding will contribute to the achievement of Key Action 67 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| ARPA | ARPA funding source will support those individuals and communities in greatest need of homelessness prevention resources, particularly those that have been historically disadvantaged and have experienced disproportionate impacts of the COVID-19 crisis. | |
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided with other sources to continue to fund the HPU to support the County's prevention efforts to effectively support and link people at risk of experiencing homelessness to eligible resources and services. | |

Identify which of the following equity improvement areas will be addressed by Key Action 67.

Equity Areas for Key Action 67

| Equity area | Description of how Key Action 67 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | This Key Action supports racial and gender equity by proactively identifying individuals and families who are at the highest risk of becoming homeless. By intervening early with targeted support and resources, the program helps prevent homelessness before it occurs, addressing systemic inequities that contribute to housing instability and equitable service delivery. This data-informed approach ensures that prevention efforts are directed toward those most impacted by structural barriers, promoting more equitable access to stability and long-term housing security. |
| Housing Placements | This Key Action supports racial and gender equity by proactively identifying individuals and families who are at the highest risk of becoming homeless. By intervening early with targeted support and resources, the program helps prevent homelessness before it occurs, addressing systemic inequities that contribute to housing instability and equitable service delivery. This data-informed approach ensures that prevention efforts are directed toward those |

most impacted by structural barriers, promoting more equitable access to stability and long-term housing security.

Key Action 68

Description

Continue to support the Recovery Bridge Housing program, which provides interim housing to clients co-enrolled in a substance use disorder treatment program. (LA County – KA 13)

Identify which CA SPM(s) will be improved by Key Action 68 and how.

SPM Improvement Plan for Key Action 68

| CA SPM | Specific description of how Key Action 68 will improve this CA SPM |
|----------|---|
| CA SPM 3 | Continuing to support DPH's Recovery Bridge Housing can result in an increase for the number of people exiting homelessness into permanent housing by providing access to housing resources and supportive services such as substance use treatment and can decrease the average length of time people experience homelessness. |
| CA SPM 4 | Continuing to support DPH's Recovery Bridge Housing can result in an increase for the number of people exiting homelessness into permanent housing by providing access to housing resources and supportive services such as substance use treatment and can decrease the average length of time people experience homelessness. |

Clear metric for how success of Key Action 68 will be measured

Track the number of individuals served and number of individuals exited to permanent housing.

Lead Entity for Key Action 68

Los Angeles County

Collaborating entity/ies for Key Action 68

LA County DPH, other LA County Departments

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 68

| Milestones for Key Action 68 | Target dates for Key Action 68 milestones |
|---|---|
| Serve at least 550 individuals in interim housing and exit at least 100 individuals into permanent housing. | 6/30/2027 |

Target date for completing Key Action 68

6/30/2029

Funding Sources for Key Action 68

Funding Sources for Key Action 68

| Funding source | Description of how the funding | For HHAP 6-funded Key |
|----------------|--------------------------------|-----------------------|
|----------------|--------------------------------|-----------------------|

will contribute to the achievement of Key Action 68

Actions only: Eligible use category to fund this Key Action.

| | |
|------------------------|---|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided with other local and state sources to continue to fund the Recovery Bridge Housing program to effectively support people experiencing homelessness with substance use disorders. |
| Measure J | Local Measure J funding will support the Recovery Bridge Housing Program to specifically address the disproportionate impact of racial injustice through community investments such as supportive housing services as an alternative to incarceration for people experiencing homelessness. |
| Realignment AB 109/118 | AB 109/118 will support the Recovery Bridge Housing program by providing resources to support people experiencing homelessness with substance use disorder services and treatment. |
| SAMHSA Block Grant | SAMHSA will continue to support the Recovery Bridge Housing program by improving access to treatment and services that support health and wellness including treatment for mental and/or substance use disorders |

Identify which of the following equity improvement areas will be addressed by Key Action 68.

Equity Areas for Key Action 68

| Equity area | Description of how Key Action 68 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Service Delivery | This Key action supports racial and gender equity by providing safe, supportive interim housing for individuals, many of whom are BIPOC, women, and gender-diverse and often face compounded barriers to recovery due to systemic racism, gender-based discrimination, and a lack of culturally responsive care. By integrating housing with treatment, the program offers a |

stable environment that addresses both health and social needs, promoting equitable access to recovery, housing stability, and long-term wellness for historically marginalized communities.

Housing Placements

This Key action supports racial and gender equity by providing safe, supportive interim housing for individuals, many of whom are BIPOC, women, and gender-diverse and often face compounded barriers to recovery due to systemic racism, gender-based discrimination, and a lack of culturally responsive care. By integrating housing with treatment, the program offers a stable environment that addresses both health and social needs, promoting equitable access to recovery, housing stability, and long-term wellness for historically marginalized communities.

Key Action 69

Description

Support LA County DPH’s Client Engagement and Navigation Services (CENS) substance use disorder counselors serving clients living in project and tenant-based PSH. (LA County – KA 14)

Identify which CA SPM(s) will be improved by Key Action 69 and how.

SPM Improvement Plan for Key Action 69

| CA SPM | Specific description of how Key Action 69 will improve this CA SPM |
|----------|---|
| CA SPM 5 | Supporting DPH’s Client Engagement and Navigation Services (CENS) can result in a decrease in the percentage of people who return to homelessness within six months by providing access to supportive services targeting substance disorders. |

Clear metric for how success of Key Action 69 will be measured

Track number of individuals served in PSH supported by CENS counselors.

Lead Entity for Key Action 69

Los Angeles County

Collaborating entity/ies for Key Action 69

LA County DPH, other LA County Departments

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 69

| Milestones for Key Action 69 | Target dates for Key Action 69 milestones |
|--|---|
| Serve at least 200 individuals in PSH supported by CENS counselors | 6/30/2027 |

Target date for completing Key Action 69

6/30/2029

Funding Sources for Key Action 69

Funding Sources for Key Action 69

| Funding source | Description of how the funding will contribute to the achievement of Key Action 69 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided with other sources to continue to fund the CENS program to effectively support in PSH with substance use disorder services and treatment. | |
| Medi-Cal | Medi-Cal will be used to continue to support the CENS program by funding substance use disorder services for people living in PSH. | |

Identify which of the following equity improvement areas will be addressed by Key Action 69.

Equity Areas for Key Action 69

| Equity area | Description of how Key Action 69 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|------------------|--|
| Service Delivery | The CENS program addresses system performance disparities by providing culturally responsive, trauma-informed services that prioritize the unique needs of marginalized populations like BIPOC and LGBTQ+ individuals living in PSH, while reducing systemic barriers to treatment and housing stability through advocacy, engagement, and coordinated care. |

Key Action 70

Description

Support LACDA's Homeless Incentive Program (HIP), which provides clients matched to federal subsidies with services such as move-in assistance and security deposits, as well as operates landlord recruitment and incentive programs. (LA County – KA 15)

Identify which CA SPM(s) will be improved by Key Action 70 and how.

SPM Improvement Plan for Key Action 70

| CA SPM | Specific description of how Key Action 70 will improve this CA SPM |
|----------|---|
| CA SPM 3 | Supporting LACDA's HIP can result in an increase in the number of people exiting to permanent housing by providing financial resources to support individuals in obtaining permanent housing. |

Clear metric for how success of Key Action 70 will be measured

Track number of formerly homeless individuals and families that were housed through HIP

Lead Entity for Key Action 70

Los Angeles County

Collaborating entity/ies for Key Action 70

LA County DPH, other LA County Departments

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 70

Milestones for Key Action 70

Target dates for Key Action 70 milestones

House at least 2,000 individuals/families utilizing HIP

6/30/2027

Target date for completing Key Action 70

6/30/2029

Funding Sources for Key Action 70

Funding Sources for Key Action 70

Funding source

Description of how the funding will contribute to the achievement of Key Action 70

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

LA County Measure H/A

LA County Measure H, now A, is a flexible funding source that funds the HIP program to effectively support individuals matched to federal subsidies.

Identify which of the following equity improvement areas will be addressed by Key Action 70.

Equity Areas for Key Action 70

Equity area

Description of how Key Action 70 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Placements

This Key Action promotes racial and gender equity by reducing barriers to housing access for individuals who have been historically marginalized and who are overrepresented among people experiencing homelessness. These services help clients overcome discrimination and economic obstacles in the private rental market, where bias often limits housing opportunities. By recruiting landlords and expanding housing options, this Key Action increases the availability of units for those with federal subsidies, fostering more equitable housing outcomes for populations disproportionately impacted by homelessness.

Key Action 71

Description

Continue to support co-investment opportunities for cities and COGs for interim housing operations. (LA

County – KA 16)

Identify which CA SPM(s) will be improved by Key Action 71 and how.

SPM Improvement Plan for Key Action 71

| CA SPM | Specific description of how Key Action 71 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | Increasing co-investment opportunities for cities and Councils of Government (COGs) in interim housing operations can result in an increase in the number of people accessing homeless services which can reduce unsheltered homelessness. |
| CA SPM 1b | Increasing co-investment opportunities for cities and Councils of Government (COGs) in interim housing operations can result in an increase in the number of people accessing homeless services which can reduce unsheltered homelessness. |

Clear metric for how success of Key Action 71 will be measured

Track the number of individuals enrolled in interim housing and individuals placed in permanent housing

Lead Entity for Key Action 71

Los Angeles County

Collaborating entity/ies for Key Action 71

All Cities and COGs within LA County

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 71

| Milestones for Key Action 71 | Target dates for Key Action 71 milestones |
|--|---|
| Serve at least 300 individuals into interim housing and place at least 50 individuals in permanent housing | 6/30/2027 |

Target date for completing Key Action 71

6/30/2029

Funding Sources for Key Action 71

Funding Sources for Key Action 71

| Funding source | Description of how the funding will contribute to the achievement of Key Action 71 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-----------------------|---|--|
| HHAP 3 | LA County HHAP 3 funding will support local jurisdictions in continuing to operate interim housing sites for individuals on a pathway to permanent housing. | |
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will | |

be strategically braided with other sources to effectively support local jurisdictions and their efforts to house people experiencing homelessness.

Identify which of the following equity improvement areas will be addressed by Key Action 71.

Equity Areas for Key Action 71

| Equity area | Description of how Key Action 71 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | Funding interim housing operations in cities and COGs helps reduce system performance disparities by expanding access in underserved areas and improving outcomes for populations disproportionately impacted by homelessness, including people of color and women. This supports more equitable shelter options and pathways to permanent housing. |
| Housing Placements | This supports more equitable shelter options and pathways to permanent housing. |

Key Action 72

Description

Unit Acquisition strategies, including Master Leasing to quickly and permanently house people experiencing homelessness through a range of incentives offered to property owners and developers to facilitate increased usage of tenant-based vouchers. (LA County – KA 17)

Identify which CA SPM(s) will be improved by Key Action 72 and how.

SPM Improvement Plan for Key Action 72

| CA SPM | Specific description of how Key Action 72 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Sustaining Unit Acquisition can result in an increase in the number of people exiting homelessness into permanent housing by expanding access to housing and support the transition of people experiencing homelessness into affordable housing units. |

Clear metric for how success of Key Action 72 will be measured

Track the number of permanent housing units retained through Unit Acquisition.

Lead Entity for Key Action 72

Los Angeles County

Collaborating entity/ies for Key Action 72

Homeless Service Providers, Affordable Housing Owners and/or Property Managers of Multifamily Buildings, Landlords, Affordable Housing Developers, City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC, LAHSA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 72

Milestones for Key Action 72

Target dates for Key Action 72 milestones

Sustain at least 1,900 permanent housing units through Unit Acquisition 6/30/2027

Target date for completing Key Action 72
6/30/2029

Funding Sources for Key Action 72

Funding Sources for Key Action 72

| Funding source | Description of how the funding will contribute to the achievement of Key Action 72 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|--------------------------------|--|--|
| HHIP | HHIP funding source will continue to support LA County’s unit acquisition strategies to ensure throughput in the homeless services system. | |
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that will be strategically braided with other sources to continue to fund unit acquisition strategies and effectively help PEH achieve permanent housing. | |
| HHAP 2-5 | LAHSA CoC HHAP funding offers flexible funding for unit acquisition activities, including leasing costs, move-in assistance, and incentives to bring more units into the homeless response system. | |
| LAHSA CoC Special NOFO | LAHSA CoC Special NOFO funding targets housing for unsheltered and rural populations and can be used to fund innovative acquisition strategies and permanent housing projects with a focus on equity | |
| City of LA Alliance Settlement | City of LA Alliance Settlement funds supplement voucher-based projects and cover gaps in financing acquisition/rehab for affordable housing | |

HHAP 2-5

City of LA HHAP funding supports interim housing operations and interim leasing strategies, such as master leases

ERF

State ERF funds master leasing efforts to identify and secure units, especially for high-acuity populations across LA

Identify which of the following equity improvement areas will be addressed by Key Action 72.

Equity Areas for Key Action 72

| Equity area | Description of how Key Action 72 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|--------------------|--|
| Housing Placements | This Key Action advances racial and gender equity by delivering individualized, culturally responsive support that addresses the systemic barriers faced by communities of color, women, and gender-diverse individuals. By offering tailored services alongside health, mental health, and substance use treatment, the Key Action helps to close access gaps created by systemic inequities. The person-centered approach ensures that each individual's unique needs, including those shaped by race, gender identity, and lived experiences of trauma or discrimination, are recognized and addressed to promote long-term housing stability and equitable outcomes. |
|--------------------|--|

Key Action 73

Description

Allocate funding towards capital and operating costs for permanent or affordable housing projects for people experiencing homelessness, including, but not limited to families, older adults and TAY. (LA County – KA 18)

Identify which CA SPM(s) will be improved by Key Action 73 and how.

SPM Improvement Plan for Key Action 73

| CA SPM | Specific description of how Key Action 73 will improve this CA SPM |
|----------|--|
| CA SPM 3 | Allocating funds for permanent or affordable housing projects can result in an increase in the number of people exiting homelessness into permanent housing by expanding housing options and support the transition of people experiencing homelessness into affordable housing units. |

Clear metric for how success of Key Action 73 will be measured

Track the number of units newly built, acquired, or converted specifically for individuals experiencing homelessness

Lead Entity for Key Action 73

Los Angeles County

Collaborating entity/ies for Key Action 73

Homeless Service Providers, Affordable Housing Owners and/or Property Managers of Multifamily Buildings, Landlords, Affordable Housing Developers, City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC, LAHSA, LA County Development Authority, other local jurisdictions and Unincorporated Areas

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 73

Milestones for Key Action 73

Target dates for Key Action 73 milestones

Increase the number of permanent or affordable housing units for people experiencing homelessness by at least 500 units 6/30/2027

Target date for completing Key Action 73
6/30/2029

Funding Sources for Key Action 73

Funding Sources for Key Action 73

| Funding source | Description of how the funding will contribute to the achievement of Key Action 73 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
|----------------|--|--|

| | | |
|-------------------|---|--|
| Homekey Round 1-3 | Homekey funds will be utilized for permanent housing units for people experiencing homelessness or at risk of homelessness. | |
|-------------------|---|--|

| | | |
|----------------------------------|---|--|
| HOME Investment Partnerships Act | HOME Investments Partnerships Act is used to support capital funding for multifamily affordable housing and grants, and forgivable loans for first time homebuyers. | |
|----------------------------------|---|--|

| | | |
|-----------------------------|--|--|
| Building Homes and Jobs Act | The Building Homes and Jobs Act (SB 2, 2017) funded the Permanent Local Housing Allocation (PLHA) formula allocations providing funding to help cities and counties implement plans to increase the affordable housing stock. Examples of eligible activities under this Program include the development, acquisition, rehabilitation, and preservation of multifamily rental and owner-occupied housing, and eligible | |
|-----------------------------|--|--|

| | |
|---|--|
| | activities under rental assistance to people who are homeless or at-risk of homelessness. |
| No Place Like Home | Capital funding for multifamily affordable housing units that house individuals living with mental illness who are experiencing or at risk of homelessness. |
| Community Care Expansion (CCE) Preservation | CCE Preservation can be used for operating subsidies and capital projects in existing licensed residential care facilities that serve prioritized population (applicants or recipients of Supplemental Security Income (SSI) or Cash CAPI) including people experiencing or at risk of homelessness. Occupancy in licensed residential care is not time-limited so it may be a permanent housing option. |

Identify which of the following equity improvement areas will be addressed by Key Action 73.

Equity Areas for Key Action 73

| Equity area | Description of how Key Action 73 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|--|
| Housing Placements | This Key Action advances racial and gender equity by delivering individualized, culturally responsive support that addresses the systemic barriers faced by communities of color, women, and gender-diverse individuals. By offering tailored services alongside health, mental health, and substance use treatment, the Key Action helps to close access gaps created by systemic inequities. The person-centered approach ensures that each individual’s unique needs, including those shaped by race, gender identity, and lived experiences of trauma or discrimination, are recognized and addressed to promote long-term housing stability and equitable outcomes. |

Key Action 74

Description

Coordinate across LA County departments to connect people experiencing or at risk of experiencing homelessness with services that are integrated into the broader social services system and support network, including mainstream benefit programs and services such as: CalWORKs, General Relief, CalFresh, In-Home Supportive Services, Bringing Families Home, Home Safe, and other housing and financial assistance programs. (LA County – KA 19)

Identify which CA SPM(s) will be improved by Key Action 74 and how.

SPM Improvement Plan for Key Action 74

| CA SPM | Specific description of how Key Action 74 will improve this CA SPM |
|-----------|--|
| CA SPM 1a | Coordinating across County departments to connect people experiencing or at risk of experiencing homelessness with mainstream benefits can result in an increase in the number of people accessing services that may include housing and financial assistance across County departments. |

Clear metric for how success of Key Action 74 will be measured

Track number of encampment resolution participants newly enrolled in mainstream County benefit programs and/or services

Lead Entity for Key Action 74

Los Angeles County

Collaborating entity/ies for Key Action 74

Homeless Service Providers, DPSS, LA County Departments of Aging and Disabilities, DMH, Children and Family Services, LAHSA

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 74

| Milestones for Key Action 74 | Target dates for Key Action 74 milestones |
|---|---|
| Connect at least 5,000 individuals to mainstream LA County benefit programs and/or services | 6/30/2028 |

Target date for completing Key Action 74

6/30/2029

Funding Sources for Key Action 74

Funding Sources for Key Action 74

| Funding source | Description of how the funding will contribute to the achievement of Key Action 74 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
| Home Safe | LA County, in partnership with LAHSA and homeless services providers utilizes Home Safe funds to support prevention, time-limited subsidies, case management, housing navigation, rental assistance/security deposits, and support services to adults connected to the Adult Protective Services Program who are experiencing homelessness or at | |

| | |
|----------------------------|---|
| | risk of homelessness. |
| Bringing Families Home | LA County Department of Children and Family Services (DCFS), in partnership with LACDA and homeless services providers, utilizes Bringing Families Home funds to support prevention, time-limited subsidies, case management, housing navigation, rental assistance/security deposits, and support services to families connected to the LA County Child Welfare System who are experiencing homelessness or at-risk of homelessness. |
| LA County General Fund | LA County General Fund dollars support DPSS's General Relief and CalWORKs housing assistance programs for eligible individuals. |
| TANF/CalWORKs | TANF/CalWORKs funding supports families with children by providing cash assistance and supportive services. |
| CalWORKs Single Allocation | CalWORKs Single Allocation supports families with children by providing funding for homeless prevention programs to CalWORKs clients. |
| SNAP | SNAP funding supports LA County's CalFresh program to provide nutrition assistance to low-income individuals and families, including those experiencing or at risk of homelessness, to help them purchase food. |
| Medi-Cal | Medi-Cal funding is leveraged to support access to and supports in housing for people experiencing homelessness with activities of daily living needs. |

Identify which of the following equity improvement areas will be addressed by Key Action 74.

Equity Areas for Key Action 74

Equity area **Description of how Key Action 74 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

Service Delivery Mainstream County benefits like CalFresh, CalWORKs, and Medi-Cal helps people experiencing homelessness meet basic needs, access housing, and improve health outcomes. This approach also reduces racial and economic disparities by removing systemic barriers to essential services.

Key Action 75

Description

Leverage, braid and implement federal, state and local funding to support people experiencing homelessness with serious mental health illnesses or behavioral health conditions. (LA County – KA 20)

Identify which CA SPM(s) will be improved by Key Action 75 and how.

SPM Improvement Plan for Key Action 75

| CA SPM | Specific description of how Key Action 75 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Leveraging, braiding, and implementing federal, state and local funding to support people experiencing homelessness with mental or behavioral health conditions enables population specific housing and service which can result in an increase in the number of people accessing needed support. |

Clear metric for how success of Key Action 75 will be measured

Track the number of individuals newly enrolled in programs that support people experiencing homelessness with serious mental health illnesses or behavioral health conditions

Lead Entity for Key Action 75

Los Angeles County

Collaborating entity/ies for Key Action 75

DMH, DPH, DHS-HFH, service providers, local jurisdictions and Unincorporated Areas

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 75

| Milestones for Key Action 75 | Target dates for Key Action 75 milestones |
|---|---|
| Serve at least 4,000 individuals with serious mental health or behavioral health conditions | 6/30/2027 |

Target date for completing Key Action 75

6/30/2029

Funding Sources for Key Action 75

Funding Sources for Key Action 75

| Funding source | Description of how the funding | For HHAP 6-funded Key |
|----------------|--------------------------------|-----------------------|
|----------------|--------------------------------|-----------------------|

| | will contribute to the achievement of Key Action 75 | Actions only: Eligible use category to fund this Key Action. |
|----------------------------------|---|---|
| MHSA and Medi-Cal Revenues | LA County leverages MHSA funding to pay for services, including Full-Service Partnerships (FSPs) and services that include housing navigation and ongoing support in PSH for people experiencing or transitioning from homelessness, as well as interim housing and services in other settings. Some MHSA-funded services leverage additional funding through Medi-Cal reimbursement. | |
| Behavioral Health Bridge Housing | Behavioral Health Bridge Housing allocations will be used by LA County to sustain bridge housing (interim housing) beds and services for people with serious behavioral health conditions experiencing homelessness. | |
| CCE Preservation | CCE Preservation is braided to support operating subsidies in existing licensed residential care facilities that serve prioritized populations including people experiencing or at risk of homelessness with mental health conditions. | |

Identify which of the following equity improvement areas will be addressed by Key Action 75.

Equity Areas for Key Action 75

| Equity area | Description of how Key Action 75 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | By aligning resources across systems, LA County can target culturally responsive services, reduce gaps in access, and address the underlying structural inequities that drive racial and gender disparities in homelessness and behavioral health outcomes. |
| Housing Placements | Leveraging and braiding diverse funding sources enables LA County to implement equitable housing interventions tailored to people with serious mental illness or behavioral health conditions who are experiencing homelessness. This approach helps address racial and gender inequities in housing placements by expanding access to supportive housing, reducing |

bias in eligibility criteria, and ensuring culturally responsive housing services reach those historically excluded from stable housing opportunities.

Key Action 76

Description

Continue to Support the B7 interim housing programs/beds which provides a safe, low-barrier, housing first, 24-hour temporary residence for adults experiencing homelessness who are either exiting incarceration or in custody and at risk of incarceration due to lack of stable housing before trial. (LA County – KA 21)

Identify which CA SPM(s) will be improved by Key Action 76 and how.

SPM Improvement Plan for Key Action 76

| CA SPM | Specific description of how Key Action 76 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Supporting the B7 interim housing programs/beds can result in an increase access to services by providing interim housing and resources for individuals exiting institutions or at risk of incarceration due to unstable housing, which can also reduce the number of people experiencing homelessness. |
| CA SPM 2 | Supporting the B7 interim housing programs/beds can result in an increase access to services by providing interim housing and resources for individuals exiting institutions or at risk of incarceration due to unstable housing, which can also reduce the number of people experiencing homelessness. |

Clear metric for how success of Key Action 76 will be measured

Track the number of individuals newly enrolled in the B7 programs/beds

Lead Entity for Key Action 76

Los Angeles County

Collaborating entity/ies for Key Action 76

LAHSA, DHS-HFH, Service Providers, Local Jurisdictions and Unincorporated Areas

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 76

| Milestones for Key Action 76 | Target dates for Key Action 76 milestones |
|--|---|
| Serve at least 150 individuals in the B7 programs/beds | 6/30/2027 |

Target date for completing Key Action 76

6/30/2029

Funding Sources for Key Action 76

Funding Sources for Key Action 76

| Funding source | Description of how the funding will contribute to the | For HHAP 6-funded Key Actions only: Eligible use |
|----------------|---|--|
|----------------|---|--|

achievement of Key Action 76 category to fund this Key Action.

| | |
|-----------------------|--|
| LA County Measure H/A | LA County Measure H, now A, is a flexible funding source that funds resources to maximize impact and strengthen the continued support of the B7 interim housing program to effectively support people exiting institutions by providing interim housing. |
|-----------------------|--|

Identify which of the following equity improvement areas will be addressed by Key Action 76.

Equity Areas for Key Action 76

| Equity area | Description of how Key Action 76 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | This Key Action advances equity by providing tailored, intensive support for populations disproportionately impacted by homelessness who are justice-involved, to provide safe and supportive environments that recognize the intersection of race, gender, and health and behavioral health for people experiencing homelessness. By prioritizing access for marginalized groups and offering responsive case management, resource linkages, and housing, the Key Action helps to reduce systemic barriers and promotes more equitable outcomes in housing stability and service delivery. |
| Housing Placements | This Key Action advances equity by providing tailored, intensive support for populations disproportionately impacted by homelessness who are justice-involved, to provide safe and supportive environments that recognize the intersection of race, gender, and health and behavioral health for people experiencing homelessness. By prioritizing access for marginalized groups and offering responsive case management, resource linkages, and housing, the Key Action helps to reduce systemic barriers and promotes more equitable outcomes in housing stability and service delivery. |

Key Action 77

Description

Increase permanent housing resources in the City of Pasadena, including affordable housing, low barrier permanent housing stock, and rental assistance subsidies, including PSH and RRH. (Pasadena– KA 1)

Identify which CA SPM(s) will be improved by Key Action 77 and how.

SPM Improvement Plan for Key Action 77

| CA SPM | Specific description of how Key Action 77 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Increasing permanent housing resources will reduce the number of people experiencing homelessness and unsheltered homelessness by providing stable housing options. It will also shorten the time individuals remain homeless and boost |

the number of successful exits from homelessness into permanent housing by reducing bottlenecks in the current homeless response system. Additionally, expanded permanent housing resources will enhance the effectiveness of street outreach programs by increasing successful placements into housing.

CA SPM 1b Increasing permanent housing resources will reduce the number of people experiencing homelessness and unsheltered homelessness by providing stable housing options. It will also shorten the time individuals remain homeless and boost the number of successful exits from homelessness into permanent housing by reducing bottlenecks in the current homeless response system. Additionally, expanded permanent housing resources will enhance the effectiveness of street outreach programs by increasing successful placements into housing.

CA SPM 3 Increasing permanent housing resources will reduce the number of people experiencing homelessness and unsheltered homelessness by providing stable housing options. It will also shorten the time individuals remain homeless and boost the number of successful exits from homelessness into permanent housing by reducing bottlenecks in the current homeless response system. Additionally, expanded permanent housing resources will enhance the effectiveness of street outreach programs by increasing successful placements into housing.

CA SPM 4 Increasing permanent housing resources will reduce the number of people experiencing homelessness and unsheltered homelessness by providing stable housing options. It will also shorten the time individuals remain homeless and boost the number of successful exits from homelessness into permanent housing by reducing bottlenecks in the current homeless response system. Additionally, expanded permanent housing resources will enhance the effectiveness of street outreach programs by increasing successful placements into housing.

CA SPM 6 Increasing permanent housing resources will reduce the number of people experiencing homelessness and unsheltered homelessness by providing stable housing options. It will also shorten the time individuals remain homeless and boost the number of successful exits from homelessness into permanent housing by reducing bottlenecks in the current homeless response system. Additionally, expanded permanent housing resources will enhance the effectiveness of street outreach programs by increasing successful placements into housing.

Clear metric for how success of Key Action 77 will be measured

Track affordable housing inventory, utilizing the CoC's Housing Inventory Count to track PSH and RRH specifically.

Lead Entity for Key Action 77

Pasadena CoC

Collaborating entity/ies for Key Action 77

Affordable Housing Developers, Burbank-Glendale-Pasadena Regional Housing Trust

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 77

Milestones for Key Action 77

Target dates for Key Action 77 milestones

Break ground on at least one new permanent housing development

6/30/2028

Target date for completing Key Action 77

6/30/2029

Funding Sources for Key Action 77

Funding Sources for Key Action 77

| Funding source | Description of how the funding will contribute to the achievement of Key Action 77 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|--|--|--|
| City of Pasadena Inclusionary Housing Funds | City of Pasadena Inclusionary Housing Funds will provide funding to support the development of new affordable housing, which will facilitate exits from homelessness, including unsheltered homelessness, to permanent housing. | |
| Burbank-Glendale-Pasadena Regional Housing Trust | The Burbank-Glendale-Pasadena Regional Housing Trust will provide funding to support the development of new affordable housing including PSH, which will facilitate exits from homelessness, including unsheltered homelessness, to permanent housing. | |
| HHAP 4-5 | City of Pasadena HHAP fund (rounds 4, 5, and 6) will support RRH slots that will facilitate exits from homelessness, including unsheltered homelessness, to permanent housing. | |
| HHAP 6 | City of Pasadena HHAP fund (rounds 4, 5, and 6) will support RRH slots that will facilitate exits from homelessness, including unsheltered homelessness, to permanent housing. | Rapid Rehousing/ Rental Subsidies |
| HHAP 6 | City of Pasadena HHAP fund (rounds 4, 5, and 6) will support administrative efforts for HHAP-funded RRH work related to coordination, reporting, and grant | Administrative Costs |

administration.

Identify which of the following equity improvement areas will be addressed by Key Action 77.

Equity Areas for Key Action 77

| Equity area | Description of how Key Action 77 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Housing Placements | Expanding permanent housing resources will end homelessness for people of color who are overrepresented in the homeless population compared to the general population. The Pasadena CoC has a strong track record of equitable housing placements. In calendar year 2023, 46% of people experiencing homelessness who were permanently housed were Hispanic/Latino, while only 40% of people experiencing homelessness were Hispanic/Latino. In the same year 37% of people who were permanently housed were Black or African American, while 38% of the homeless population was Black or African American. |

Key Action 78

Description

Undertake planning activities to advance and track progress in Pasadena CoC's Homelessness Plan and Regionally Coordinated Homelessness Action Plan. (Pasadena– KA 2)

Identify which CA SPM(s) will be improved by Key Action 78 and how.

SPM Improvement Plan for Key Action 78

| CA SPM | Specific description of how Key Action 78 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Tracking progress in the plan and ensuring work is moving forward will decrease the number of people experiencing homelessness in Pasadena, including those who are unsheltered, increase shelter bed inventory, including motel vouchers, and increase permanent housing placements. |
| CA SPM 1b | Tracking progress in the plan and ensuring work is moving forward will decrease the number of people experiencing homelessness in Pasadena, including those who are unsheltered, increase shelter bed inventory, including motel vouchers, and increase permanent housing placements. |
| CA SPM 3 | Tracking progress in the plan and ensuring work is moving forward will decrease the number of people experiencing homelessness in Pasadena, including those who are unsheltered, increase shelter bed inventory, including motel vouchers, and increase permanent housing placements. |

Clear metric for how success of Key Action 78 will be measured

Compare demographic composition data from all project types (ES, SO, SSO, TH, RRH, PSH) by layering key demographic indicators to identify disparities.

Lead Entity for Key Action 78

Pasadena CoC

Collaborating entity/ies for Key Action 78
N/A

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 78

| Milestones for Key Action 78 | Target dates for Key Action 78 milestones |
|--|---|
| Post Homelessness Plan Year 3 and 4 progress report updates on the Pasadena CoC's website. Report annually on annual homelessness, inflows into homelessness, shelter bed inventory, access and outcomes for marginalized groups (Black and Hispanic/Latino), and the number of people permanently housed. | 6/30/2027 |

Target date for completing Key Action 78
6/30/2028

Funding Sources for Key Action 78

Funding Sources for Key Action 78

| Funding source | Description of how the funding will contribute to the achievement of Key Action 78 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------|--|--|
| City of Pasadena HHAP 5 | HHAP-5 funding will be used for data analyst consultant and city staff | |

Identify which of the following equity improvement areas will be addressed by Key Action 78.

Equity Areas for Key Action 78

| Equity area | Description of how Key Action 78 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | The Pasadena CoC's Homelessness Plan includes two goals for equity measures- achieving parity in housing outcomes for Black people experiencing homelessness and improving access to services for Hispanic/Latino people experiencing homelessness. Tracking progress toward these goals will support the CoC's ability to achieve them. |
| Housing Placements | Increasing permanent housing placements will end homelessness for people of color who are overrepresented in the homeless population compared to the general population. The Pasadena CoC has a strong track record of equitable housing placements. In calendar year 2023, 46% of people experiencing homelessness who were permanently housed were Hispanic/Latino, while only 40% of people experiencing homelessness were Hispanic/Latino. In the same year 37% of people who were permanently housed were Black or African American, while 38% of the homeless |

population was Black or African American.

Key Action 79

Description

Collaborate with system partners (e.g. health care & education providers) to engage harder to reach individuals including those exiting institutions such as hospitals. (Pasadena– KA 3)

Identify which CA SPM(s) will be improved by Key Action 79 and how.

SPM Improvement Plan for Key Action 79

| CA SPM | Specific description of how Key Action 79 will improve this CA SPM |
|-----------|---|
| CA SPM 1a | Collaborating with system partners including health care and education providers will improve access to services leading to a reduction in overall and first-time homelessness. |
| CA SPM 2 | Collaborating with system partners including health care and education providers will improve access to services leading to a reduction in overall and first-time homelessness. |

Clear metric for how success of Key Action 79 will be measured

Measure the number of opportunities where cross-system partners and homeless service providers can co-locate and provide services.

Lead Entity for Key Action 79

Pasadena CoC

Collaborating entity/ies for Key Action 79

Potential collaborators include ChapCare (Federally Qualified Health Center (FQHC)), Huntington Hospital, Pasadena Public Health Department, Pasadena Unified School District

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 79

| Milestones for Key Action 79 | Target dates for Key Action 79 milestones |
|--|---|
| Reconvene the Pasadena CoC's Healthcare Committee to facilitate cross-system partnerships and explore opportunities for colocation of services | 12/31/2026 |

Target date for completing Key Action 79

6/30/2028

Funding Sources for Key Action 79

Funding Sources for Key Action 79

| Funding source | Description of how the funding will contribute to the achievement of Key Action 79 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key |
|----------------|--|--|
|----------------|--|--|

Action.

HHAP 5
HHAP funding will be used for City of Pasadena staff to organize CoC committees

Identify which of the following equity improvement areas will be addressed by Key Action 79.

Equity Areas for Key Action 79

| Equity area | Description of how Key Action 79 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|--------------------|---|
| Service Delivery | Coordinating with system partners will improve access to services for those who currently access services at disproportionately lower rates such as people experiencing homelessness who are Hispanic/Latino. |

Key Action 80

Description

Establish more partnerships with street medicine teams in the City of Pasadena, including mobile psychiatry, to improve access to critical physical and mental health services. (Pasadena– KA 4)

Identify which CA SPM(s) will be improved by Key Action 80 and how.

SPM Improvement Plan for Key Action 80

| CA SPM | Specific description of how Key Action 80 will improve this CA SPM |
|---------------|--|
| CA SPM 1a | Access to street-based physical and mental health care will improve street outreach engagement and outcomes including placements into interim and permanent housing options. |
| CA SPM 1b | Access to street-based physical and mental health care will improve street outreach engagement and outcomes including placements into interim and permanent housing options. |
| CA SPM 6 | Access to street-based physical and mental health care will improve street outreach engagement and outcomes including placements into interim and permanent housing options. |

Clear metric for how success of Key Action 80 will be measured

Compare the number of partnerships with street medicine teams before and after the establishment of new partnerships.

Lead Entity for Key Action 80

Pasadena CoC

Collaborating entity/ies for Key Action 80

LA County DMH, LA County DHS, Pasadena Public Health Department

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 80

Milestones for Key Action 80

Target dates for Key Action 80 milestones

| | |
|--|-----------|
| Increase the frequency of mobile clinic visits to Pasadena to at least one visit per month | 6/30/2026 |
|--|-----------|

Target date for completing Key Action 80
6/30/2028

Funding Sources for Key Action 80

Funding Sources for Key Action 80

| Funding source | Description of how the funding will contribute to the achievement of Key Action 80 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|--|--|
|----------------|--|--|

| | | |
|--------|---|--|
| HHAP 5 | City of Pasadena HHAP-5 Systems Support funding will support City staff who will coordinate with LA County DMH and DHS to increase the availability of street-based medicine. | |
|--------|---|--|

Identify which of the following equity improvement areas will be addressed by Key Action 80.

Equity Areas for Key Action 80

| Equity area | Description of how Key Action 80 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|---|
| Service Delivery | Mobile units can reach underserved populations, including racial and ethnic minorities, who may face barriers to accessing traditional health care facilities. Street medicine teams can be trained to provide culturally sensitive care, addressing specific needs and preferences of diverse populations. |
|------------------|---|

| | |
|---|--|
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. | Street medicine teams can focus on areas with high concentrations of racial and ethnic minorities experiencing homelessness, providing targeted interventions that address specific health disparities. These teams can work closely with community organizations to build trust and ensure that services are designed and delivered in ways that affirm and respect the identities and experiences of racial and ethnic minorities. |
|---|--|

Key Action 81

Description

Sustain existing interim housing capacity for all populations including youth. (Pasadena– KA 5)

Identify which CA SPM(s) will be improved by Key Action 81 and how.

SPM Improvement Plan for Key Action 81

| CA SPM | Specific description of how Key Action 81 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Providing interim housing, including hotel/motel vouchers, will reduce unsheltered homelessness. |

Clear metric for how success of Key Action 81 will be measured

Sustain the number interim housing beds utilizing the Housing Inventory Count report.

Lead Entity for Key Action 81

Pasadena CoC

Collaborating entity/ies for Key Action 81

City of Pasadena, Union Station Homeless Services, Sycamores, Friends In Deed

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 81

| Milestones for Key Action 81 | Target dates for Key Action 81 milestones |
|--|---|
| Obtain at least one (1) new source of funding for interim housing resources to replace expiring grants | 6/30/2027 |

Target date for completing Key Action 81

6/30/2029

Funding Sources for Key Action 81

Funding Sources for Key Action 81

| Funding source | Description of how the funding will contribute to the achievement of Key Action 81 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|----------------|---|--|
| HHAP 4-5 | City of Pasadena HHAP funds will support the provision of emergency shelter through motel vouchers, including motel vouchers for youth. | |
| HHAP 6 | City of Pasadena HHAP funds will support the provision of emergency shelter through motel vouchers, including motel vouchers for youth. | Motel/Hotel Vouchers |
| HHAP 6 | City of Pasadena HHAP funds will support the provision of | YSA: Motel/Hotel Vouchers |

| | | |
|-------------------------------|--|----------------------|
| | emergency shelter through motel vouchers, including motel vouchers for youth. | |
| ERF | ERF funds will support motel vouchers. | |
| LA County Measure H/A | LA County Measure H/A funds will support motel vouchers. | |
| City of Pasadena General Fund | City of Pasadena General Fund will support the operation of the season, congregate Bad Weather Shelter. | |
| HHAP 6 | City of Pasadena HHAP funds will support administrative tasks needed to manage HHAP-funded interim housing, such as coordination, reporting, and grant administration. | Administrative Costs |

Identify which of the following equity improvement areas will be addressed by Key Action 81.

Equity Areas for Key Action 81

| Equity area | Description of how Key Action 81 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|---|--|
| Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. | Ensuring that interim housing is available to all populations helps promote racial and gender equity by providing a safety net for those who are most at risk. This includes addressing the unique challenges faced by people of color who often experience higher rates of housing instability. |
|---|--|

Key Action 82

Description

Conduct street outreach throughout the City of Pasadena CoC, staffed by individuals who are racially and ethnically diverse, including those with lived experience of homelessness, and emphasize noncoercive engagement techniques. (Pasadena– KA 6)

Identify which CA SPM(s) will be improved by Key Action 82 and how.

SPM Improvement Plan for Key Action 82

| CA SPM | Specific description of how Key Action 82 will improve this CA SPM |
|-----------|--|
| CA SPM 1b | Street outreach teams will connect people experiencing homelessness to essential services including interim housing resources, reducing unsheltered homelessness |

CA SPM 6 Street outreach teams will connect people experiencing homelessness to essential services including interim housing resources, reducing unsheltered homelessness

Clear metric for how success of Key Action 82 will be measured

Utilize a by-name list, CES, and/or HMIS data to ensure full street outreach coverage of the CoC’s geography. Compare successful exits by race and ethnicity to ensure equitable outcomes are being made.

Lead Entity for Key Action 82

Pasadena CoC

Collaborating entity/ies for Key Action 82

Local Nonprofit Service Providers, Pasadena Public Health Department

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 82

| | |
|-------------------------------------|--|
| Milestones for Key Action 82 | Target dates for Key Action 82 milestones |
|-------------------------------------|--|

| | |
|---|-----------|
| Obtain at least one new source of funding for street outreach to replace expiring grants in order to sustain existing outreach teams. | 6/30/2027 |
|---|-----------|

Target date for completing Key Action 82

6/30/2029

Funding Sources for Key Action 82

Funding Sources for Key Action 82

| Funding source | Description of how the funding will contribute to the achievement of Key Action 82 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|-------------------------------|---|---|
| HHAP 3 and 5 | City of Pasadena HHAP funds will support street outreach teams throughout the CoC. | |
| HHAP 6 | City of Pasadena HHAP funds will support street outreach teams throughout the CoC. | Services and Services Coordination for People Experiencing Unsheltered Homelessness |
| City of Pasadena General Fund | City of Pasadena General Funds will support street outreach liaisons to support the Pasadena Police Department HOPE Team. | |
| ERF 2 & 4L | ERF grant funds will support the Public Health Department’s Pasadena Outreach Response | |

Team.

| | | |
|--------|--|----------------------|
| HHAP 6 | City of Pasadena HHAP funds will support administrative work tied to managing HHAP-funded outreach efforts, such as coordination, reporting, and grant administration. | Administrative Costs |
|--------|--|----------------------|

Identify which of the following equity improvement areas will be addressed by Key Action 82.

Equity Areas for Key Action 82

| Equity area | Description of how Key Action 82 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------|--|
|-------------|--|

| | |
|------------------|--|
| Service Delivery | Diverse, bilingual staff will conduct street outreach to improve the accessibility of services for Hispanic/Latino population experiencing homelessness. |
|------------------|--|

Key Action 83

Description

Establish partnerships with other systems that have established and trusted engagement pathways to ensure the City of Pasadena CoC's Homelessness Prevention programs serve populations that fall into homelessness at higher rates. (Pasadena– KA 7)

Identify which CA SPM(s) will be improved by Key Action 83 and how.

SPM Improvement Plan for Key Action 83

| CA SPM | Specific description of how Key Action 83 will improve this CA SPM |
|--------|--|
|--------|--|

| | |
|----------|---|
| CA SPM 2 | Trusted organizations can identify individuals and families at risk of homelessness and connect them to prevention resources before losing their housing. |
|----------|---|

Clear metric for how success of Key Action 83 will be measured

Reduction in inflows into homelessness measured by number of people who had fallen into homelessness in the preceding 12 months in the CoC's Annual Count.

Lead Entity for Key Action 83

Pasadena CoC

Collaborating entity/ies for Key Action 83

Pasadena Unified School District, Pasadena Public Health Department

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 83

| Milestones for Key Action 83 | Target dates for Key Action 83 milestones |
|------------------------------|---|
|------------------------------|---|

Determine uses of, obligate, and begin expending new LA County Measure H/A Renter Protection and Homelessness Prevention in the City of Pasadena

6/30/2026

Target date for completing Key Action 83

6/30/2028

Funding Sources for Key Action 83

Funding Sources for Key Action 83

| Funding source | Description of how the funding will contribute to the achievement of Key Action 83 | For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action. |
|---|--|--|
| Family Homelessness Challenge (FHC) Grant | FHC grant funds will support homelessness prevention programming for families that accept referrals from the Pasadena Unified School District. | |
| LA County Measure H/A | LA County Measure H/A funds will homelessness prevention activities including eviction prevention and diversion. | |
| ESG | ESG funds will support homelessness prevention activities including eviction prevention and housing relocation and stabilization services | |

Identify which of the following equity improvement areas will be addressed by Key Action 83.

Equity Areas for Key Action 83

| Equity area | Description of how Key Action 83 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more) |
|-------------------|--|
| Service Delivery | Partnering with organizations that have established trust within racial and ethnic communities ensures that services are delivered in a culturally competent manner. |
| Housing Retention | Partnering with trusted community organizations will reduce disparities by better connecting high-risk populations to homelessness prevention resources. |

Section 4. HHAP 6 Funding Plan

4. HHAP-6 Funding Plan

State Priorities for HHAP 6 Funding: HHAP 6 is intended to reflect the state’s priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
 - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
 - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
 - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:
 - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
 - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
 - **Reminder: Administrative costs may not exceed 7% of all monies received.**
 - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
 - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
 - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.
3. Indicate whether the budget proposes to support ANY:
 - New Interim Housing (aside from those designated in the Youth Set Aside) and/or
 - Non-Housing Solutions.

Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as outlined in NOFA section IV.A.4.c, in the next section of this application.

Funding Plans from Administrative Entity/ies in Los Angeles City & County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

City of Los Angeles

Tax ID

TIN

Primary contact for the contract

Bindu Kannan

Title

Senior Administrative Analyst II

Email

bindu.kannan@lacity.org

Phone

(213) 574-4392

Address where HHAP 6 check will be mailed

City of Los Angeles Attn: Edwin Gipson II, Mail Stop 130, 200 North Main St Suite 1500, Los Angeles, California 90012

Funding Plan - City of Los Angeles**\$ Total HHAP-6 Allocation(s) Administering**

\$143,640,000.00

4.a. Proposed Funding Activities**Activity 1****Describe Activity 1 in clear, specific terms.****Funding Plan Description - Activity 1**

Encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed. Engage with the City of Los Angeles Dept. of Community Investment For Families to address the unique needs of homeless youth. Support the City of LA's existing youth interim sites to maintain services that move youth to Rapid Rehousing (RRH). Prioritize those in Interim Housing, including transitional housing, for RRH to promote more housing placements and less exits to homelessness.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.**Funding Plan Selection - Eligible Use Category for Activity 1**

Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 1.**Funding Plan Amount - Activity 1**

\$14,362,563.60

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.**Funding plan activity 1 Key Action Link****Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve**

Key Action # 5,9,11,47,51

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

Encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed. Engage with the City of Los Angeles Dept. of Community Investment For Families to address the unique needs of homeless youth. Support the City of LA's existing youth interim sites to maintain services that move youth to Rapid Rehousing (RRH). Prioritize those in Interim Housing, including transitional housing, for RRH to promote more housing placements and less exits to homelessness.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$1,595,840.40

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action # 11,51

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

Operating expenses include operational costs, and staff costs necessary for 24/7 site operations (i.e., resident aides, security, and janitorial/maintenance staff); utilities and facility maintenance; supplies for participant basic needs, and food services. Interim housing sites include A Bridge Home, modular units, tiny home villages and pallet sites, Project Homekey - Interim Housing, and rapid rehousing -shared Housing. The City of Los Angeles Dept. of Community Investment For Families will be engaged to address the unique needs of homeless youth. Support the City of LA's existing youth interim sites to maintain services that move youth to RRH.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$89,754,890.40

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #1, 11, 12, 13

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

Operating expenses include operational costs, and staff costs necessary for 24/7 site operations with youth (i.e., resident aides, security, and janitorial/maintenance staff); utilities and facility maintenance; supplies for participant basic needs, and food services. Youth interim housing sites include A Bridge Home, modular units, tiny home villages and pallet sites, Project Homekey - Interim Housing, and rapid rehousing -shared Housing. Youth interim housing sites are funded by the City of Los Angeles Dept. of Community Investment For Families which address the unique needs of homeless youth. Support the City of LA's existing youth interim sites to maintain services that move youth to RRH.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

YSA: Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$10,864,929.60

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #11

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

Services and services coordination expenses will support service provider staff necessary for 24/7 site operations (i.e., program managers, case managers, housing navigators) as well as service provider costs associated with service coordination, data entry, and HMIS compliance. Interim housing and services coordination includes services or linkages to services that are provided at interim housing

offerings funded by the City of LA that facilitate transitions to permanent housing. The City will continue to fund outreach health-related services to help coordinate medical and mental health appointments, obtain benefits and medical insurance, and make referrals to community-based services through service contracts. Continue to fund housing navigation and ensure that housing navigation continues to be a key component of service provider contracts to ensure people can easily transition from IH to permanent housing, when appropriate. Support the City of LA's existing youth interim sites to maintain services that move youth to RRH. Implement encampment resolution to move people from street to interim and provide services for them to transition to permanent housing. Maintain linkages to needed services (psychiatric, substance abuse, and financial benefit) to maintain permanent housing once secured.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Interim Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$3,591,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #1, 5, 6, 7, 8, 13, 14, 53, 55

Activity 6

Describe Activity 6 in clear, specific terms.

Funding Plan Description - Activity 6

Continue funding for outreach and hygiene services for the City of LA's Homeless Engagement Teams, Multi-disciplinary teams, and other homeless outreach programs. Continue to fund outreach health-related services to help coordinate medical and mental health appointments, obtain benefits and medical insurance, and make referrals to community-based services through service contracts. Continue to fund housing navigation and ensure that housing navigation continues to be a key component of service provider contracts. Engage with the City of Los Angeles Dept. of Community Investment For Families to address the unique needs of homeless youth. Support the City of LA's existing youth interim sites to maintain services that move youth to RRH. Implement encampment resolution to move people from street to interim and permanent housing.

Identify the HHAP 6 eligible use under which Activity 6 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 6

Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 6.

Funding Plan Amount - Activity 6

\$17,129,070.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 6 supports.

Funding plan activity 6 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #3, 4, 8, 11, 13, 55, 56

Activity 7

Describe Activity 7 in clear, specific terms.

Funding Plan Description - Activity 7

Continue funding for outreach and hygiene services for the City of LA's Homeless Engagement Teams, Multi-disciplinary teams, and other homeless outreach programs. Continue to fund outreach health-related services to help coordinate medical and mental health appointments, obtain benefits and medical insurance, and make referrals to community-based services through service contracts. Continue to fund housing navigation and ensure that housing navigation continues to be a key component of service provider contracts. Engage with the City of Los Angeles Dept. of Community Investment For Families to address the unique needs of homeless youth. Support the City of LA's existing youth interim sites to maintain services that move youth to RRH. Implement encampment resolution to move people from street to interim and permanent housing.

Identify the HHAP 6 eligible use under which Activity 7 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 7

YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 7.

Funding Plan Amount - Activity 7

\$1,903,230.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 7 supports.

Funding plan activity 7 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #11

Activity 8

Describe Activity 8 in clear, specific terms.

Funding Plan Description - Activity 8

Administrative costs to cover City of Los Angeles staff costs, such as the Affordable Housing Unit team, related to easing barriers to developing Permanent Supportive Housing in the City of LA, grant

administration, regional planning and coordination, and reporting.

Identify the HHAP 6 eligible use under which Activity 8 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 8
Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 8.

Funding Plan Amount - Activity 8
\$4,438,476.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 8 supports.

Funding plan activity 8 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #2, 10

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?
No

Does this budget propose to fund any Non-housing Solutions?
Yes

Administrative Entity 2

Which Administrative Entity is submitting the below budget?
Glendale CoC

Tax ID
95-6000714

TIN
GovtTINForm_City of Glendale.pdf

Primary contact for the contract
Arsine Isayan

Title
Deputy Director, Community Development Department, Housing Division

Email
arisayan@glendaleca.gov

Phone
(818) 550-4474

Address where HHAP 6 check will be mailed
613 E. Broadway, Room 120, Glendale, California 91206

Funding Plan - Glendale CoC

\$ Total HHAP-6 Allocation(s) Administering
\$213,273.18

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

HHAP-6 will fund short term rental assistance, security deposits, housing placement and stabilization for people experiencing homelessness in Glendale CoC. These activities provide ongoing support toward long-term sustainability of housing and supportive services.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$95,366.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action #16, 21, 22, 23, 24, 26

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

HHAP-6 will fund rental arrears, rental assistance, case management, security deposit, housing navigation for youth and adults at-risk of experiencing homelessness in Glendale CoC.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$56,650.18

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action #16, 20

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

HHAP-6 will fund rental arrears, rental assistance, case management, security deposit, housing navigation for youth at-risk of experiencing homelessness in Glendale CoC.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

YSA: Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$21,328.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action #20

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

HHAP-6 will support housing navigation, case management, direct engagement, and document readiness services for adults experiencing unsheltered homelessness in Glendale CoC.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$25,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action #16, 19

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

HHAP-6 funding will cover administrative activities to support staff moving forward HHAP-6 work, including coordinating RRH, case management, and landlord engagement efforts.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$14,929.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action #23, 24, 26

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

Yes

Administrative Entity 3

Which Administrative Entity is submitting the below budget?

City of Long Beach

Tax ID

95-600073

TIN

GovTIN Form CITY OF LONG BEACH.pdf

Primary contact for the contract

Tom Modica

Title

City Manager

Email

tom.modica@longbeach.gov

Phone

(562) 570-5091

Address where HHAP 6 check will be mailed

2525 Grand Avenue, Long Beach, California 90815

Funding Plan - City of Long Beach

\$ Total HHAP-6 Allocation(s) Administering

\$12,341,587.00

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

Funds will pay for financial assistance and supportive services for the Rapid Rehousing (RRH) program, which is a Housing First, Low Barrier, Harm Reduction, Crisis Response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use Progressive Assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available. RRH programs should design service provision based on the core components of RRH: Housing Identification, Rent & Move-in Assistance, and Case Management & Supportive Services. Financial assistance provided through the RRH program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc.

RRH/Rental Subsidies includes \$918,367 in RRH programming as TAY set-aside, as well as \$582,515 for Shallow Subsidy financial assistance and services.

Shallow Subsidy provides fixed-rate monthly rental subsidy (35%-45% of the monthly rent) to participants who have received RRH or Homeless Prevention program assistance. Shallow Subsidy is a Housing First, trauma-informed program designed to serve as a bridge to an affordable unit or voucher program for severely rent-burdened persons who are formerly homeless and/or at-risk of homelessness. By providing rental subsidy and case management services, the Shallow Subsidy assists households in retaining their current housing by establishing or maintaining mainstream benefits and needed community resources, responding to and resolving concerns raised by current landlords and assisting with and managing enrollment in LA County-wide affordable housing waitlists. Enrollment continues until such time that the participant increases their income beyond eligibility, or the participant receives a placement in a permanent affordable housing unit (or voucher subsidy). Financial assistance provided through the Shallow Subsidy program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc. Financial Assistance will be administered by the City of Long Beach Housing Authority.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$6,313,535.90

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action #32, 36, 42

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

Funds will pay for financial assistance and supportive services for the Rapid Rehousing (RRH) program, which is a Housing First, Low Barrier, Harm Reduction, Crisis Response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them to move into a permanent housing situation. RRH case managers use Progressive Assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available. RRH programs should design service provision based on the core components of RRH: Housing Identification, Rent & Move-in Assistance, and Case Management & Supportive Services. Financial assistance provided through the RRH program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc.

RRH/Rental Subsidies includes \$918,367 in RRH programming as TAY set-aside, as well as \$582,515 for Shallow Subsidy financial assistance and services.

Shallow Subsidy provides fixed-rate monthly rental subsidy (35%-45% of the monthly rent) to participants who have received RRH or Homeless Prevention program assistance. Shallow Subsidy is a Housing First, trauma-informed program designed to serve as a bridge to an affordable unit or voucher program for severely rent-burdened persons who are formerly homeless and/or at-risk of homelessness. By providing rental subsidy and case management services, the Shallow Subsidy assists households in retaining their current housing by establishing or maintaining mainstream benefits and needed community resources, responding to and resolving concerns raised by current landlords and assisting with and managing enrollment in LA County-wide affordable housing waitlists. Enrollment continues until such time that the participant increases their income beyond eligibility, or the participant receives a placement in a permanent affordable housing unit (or voucher subsidy). Financial assistance provided through the Shallow Subsidy program includes costs associated with rental application fees; essential furnishings; rental assistance; security deposits; utility assistance; etc. Financial Assistance will be administered by the City of Long Beach Housing Authority.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$918,367.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action #36, 42

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

As the number of TAY experiencing homelessness increases within the City of Long Beach, so does the need to enhance interim housing solutions while supporting them toward permanent housing goals. The Youth Shelter is designed to address the needs of TAY between the ages of 18 and 24 experiencing homelessness. A low barrier, Housing First TAY-specific shelter is essential to meet the needs of youth experiencing homelessness in Long Beach. Reducing barriers to program entry and program participation and designing and delivering services in accordance with Housing First principles is necessary to ensure that services are as flexible and supportive as is needed by participants of the Youth Shelter. The Youth Shelter will provide services to improve the quality of life for TAY experiencing homelessness by offering access to food, 24-hour bed availability within a congregate shelter setting, storage for their personal property, personal hygiene and sanitary services, intake and assessment, residential supervision, case management, crisis intervention and conflict resolution, and support with connections to permanent housing options. This model aims to create an environment where TAY can begin addressing their emergent and basic needs, while maintaining a temporary, supportive shelter stay where rapport can be built in hopes of engaging in housing and health goals.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

YSA: Navigation Centers

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$510,204.08

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action #38, 42

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

Funds will be utilized for a property management agreement, to address operations, maintenance, and repair needs for five (5) City owned interim housing facilities, which provide up to 442 beds for adults and TAY experiencing homelessness in the City of Long Beach. Costs will address facility needs, including costs for utilities, security, hygiene/sanitation services, as well as general property management expenses. Operating subsidies will support the City of Long Beach in operating and maintaining its interim housing portfolio.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$3,612,153.06

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action #29, 30

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

Funds will be used in support of the project administrative costs related to the planning and execution of HHAP activities. Eligible administrative costs include costs of overall program management, coordination, monitoring, and evaluation; preparing program budgets and schedules, and amendments to those budgets and schedules; developing systems for assuring compliance with program requirements; developing agreements with subcontractors to carry out program activities; preparing reports to and other documents directly related to the program for submission to HUD, State, County of Los Angeles, and City of Long Beach; and for administrative services including legal services, accounting services, and audit services; other costs for goods and services required for administration of the program, including rent or purchase of equipment, insurance, utilities, office supplies, and rent/maintenance of office space.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$863,911.09

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action #33

Activity 6

Describe Activity 6 in clear, specific terms.

Funding Plan Description - Activity 6

HHAP-6 funding for HMIS directly enables the coordination, implementation, training, and partnership of all participating homeless services agencies to eliminate duplication of services, expedite participants' immediate needs, and streamline housing placements. The Long Beach HMIS (LB HMIS) is administered by the Continuum of Care (CoC) lead agency, the City of Long Beach Homeless Services Bureau (HSB). This software is used by agencies, including but not limited to homeless service providers, housing agencies, health care providers, and governments. Agencies use the LBHMIS to capture participant data and data provisions of housing and services for individuals and families who are at risk of homelessness or are currently experiencing homelessness. The system implemented in LB HMIS is Clarity Human Services by Bitfocus, a web-based software system that uses a single participant record for all programs within the Long Beach Continuum of Care, which allows agencies to accurately track and coordinate services. The HMIS technology improves service delivery, provides system performance, and supports the evaluation of service effectiveness. By gathering and analyzing data on the individuals and families who experience homelessness over time, the CoC can work to increase performance and outcomes, which is a direct benefit for the agencies utilizing the system.

Identify the HHAP 6 eligible use under which Activity 6 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 6

HMIS

Identify the total HHAP 6 funding proposed for Activity 6.

Funding Plan Amount - Activity 6

\$123,415.87

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 6 supports.

Funding plan activity 6Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action #27

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

No

Administrative Entity 4

Which Administrative Entity is submitting the below budget?

Los Angeles City & County CoC

Tax ID

95-3134049

TIN

LAHSA

gov_taxpayer_id_form_HHAP6Application_signed.p
df

Primary contact for the contract

Rachel Johnson

Title

Chief of Staff

Email

rajohnson@lahsa.org

Phone

(213) 518-2170

Address where HHAP 6 check will be mailed

707 Wilshire Blvd, 10th Floor, Los Angeles, California 90017

Funding Plan - Los Angeles City & County CoC

\$ Total HHAP-6 Allocation(s) Administering

\$86,772,936.22

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

LAHSA's Time Limited Subsidy (TLS) program will serve to connect families, individuals, and youth experiencing homelessness to permanent housing through a tailored package of assistance that includes housing identification, rental and move-in assistance, and stabilization case management and services. Funding for Time Limited Subsidies contracts follows a slot-based model, where a slot may fund both rental assistance and case management services. The contracts with local service providers allow for flexibility for providers to utilize funds solely for services if rental assistance is not needed for participants. TLS programs will help homeless families, individuals, youth, and persons fleeing/attempting to flee domestic violence, intimate partner violence, and/or human trafficking solve the practical and immediate challenges of obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-term return to homelessness, and linking to

community resources that enable them to achieve housing stability in the long-term. Due to the need for emergency shelter and limited beds, it is essential to provide access to permanent housing to those in emergency shelter. HHAP will continue funding 1,600 slots under the time limited subsidy program.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$40,761,829.70

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #9, 47, 51, 52, 54

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

LAHSA's Time Limited Subsidy (TLS) program will serve to connect youth experiencing homelessness to permanent housing through a tailored package of assistance that includes housing identification, rental and move-in assistance, and stabilization case management and services. Funding for Time Limited Subsidies contracts follows a slot-based model, where a slot may fund both rental assistance and case management services. The contracts with local service providers allow for flexibility for providers to utilize funds solely for services if rental assistance is not needed for participants. TLS programs will help homeless families, individuals, youth, and persons fleeing/attempting to flee domestic violence, intimate partner violence, and/or human trafficking solve the practical and immediate challenges of obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-term return to homelessness, and linking to community resources that enable them to achieve housing stability in the long-term. Due to the need for emergency shelter and limited beds, it is essential to provide access to permanent housing to those in emergency shelter. HHAP will continue funding 1,600 slots under the time limited subsidy program.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$5,773,616.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #52

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

LAHSA's Problem Solving program assists participants facing imminent risk of homelessness with retaining or securing permanent housing, providing an immediate solution to participants from becoming unsheltered and increasing the total number of unsheltered persons. Preventing an episode of homelessness for low-income, at-risk households is achieved by assessing the household's current housing crisis, and providing various forms of individualized, client-driven assistance. Some of the individualized, client-driven assistance that participants facing imminent risk of homelessness need are short-term financial assistance, such as providing security deposits, rental arrears and/or rental assistance. HHAP funding will continue to provide 920 slots and 90 problem solving provider staff under the program.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$9,752,444.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #42, 44

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

LAHSA's Problem Solving program assists youth facing imminent risk of homelessness with retaining or securing permanent housing, providing an immediate solution to participants from becoming unsheltered and increasing the total number of unsheltered persons. Preventing an episode of homelessness for low-income, at-risk households is achieved by assessing the household's current

housing crisis, and providing various forms of individualized, client-driven assistance. Some of the individualized, client-driven assistance that youth facing imminent risk of homelessness need are short-term financial assistance, such as providing security deposits, rental arrears and/or rental assistance. HHAP funding will continue to provide 920 slots and 90 problem solving provider staff under the program.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

YSA: Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$2,275,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #42, 44

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

LAHSA's Interim Housing budget supports a temporary housing solution for individuals experiencing homelessness. This emergency shelter program provides a safe space for participants as they undergo assessment, work toward housing goals, and connect with permanent and supportive housing resources. As part of the assessment process, participants are connected to the Los Angeles Coordinated Entry System (CES), which helps prioritize individuals with the highest need. All programs within the CES system operate under a Housing First, Harm Reduction, Low Barrier, and Trauma-Informed Care approach, ensuring that participants are matched to appropriate interventions that will quickly end their homelessness. Resource referrals and case management are core interventions available to all participants during their stay.

This funding will support 240 existing interim housing beds in Los Angeles County.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$10,127,655.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #48,52

Activity 6

Describe Activity 6 in clear, specific terms.

Funding Plan Description - Activity 6

LAHSA's Interim Housing budget supports a temporary housing solution for youth experiencing homelessness. This emergency shelter program provides a safe space for participants as they undergo assessment, work toward housing goals, and connect with permanent and supportive housing resources. As part of the assessment process, participants are connected to the Los Angeles Coordinated Entry System (CES), which helps prioritize youth with the highest need. All programs within the CES system operate under a Housing First, Harm Reduction, Low Barrier, and Trauma-Informed Care approach, ensuring that participants are matched to appropriate interventions that will quickly end their homelessness. Resource referrals and case management are core interventions available to all participants during their stay.

This funding will support 240 existing interim housing beds in Los Angeles County.

Identify the HHAP 6 eligible use under which Activity 6 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 6

YSA: Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 6.

Funding Plan Amount - Activity 6

\$3,768,260.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 6 supports.

Funding plan activity 6 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #52

Activity 7

Describe Activity 7 in clear, specific terms.

Funding Plan Description - Activity 7

Access Centers are site-based facilities that carry out core screening and access functions for the Los Angeles Continuum of Care and Los Angeles County Coordinated Entry System, creating an access

point that offers problem-solving, emergency service and supportive service referrals, and case management to unsheltered individuals and families to quickly connect participants with these services to keep the unsheltered population from growing. Access Centers offer case management services, which support participants with moving forward in accessing permanent housing through a referral or match to a housing resource and/or program (such as RRH (Rapid Rehousing), Permanent Supportive Housing, Youth Transitional Housing, affordable housing, etc.). This may include but is not limited to support with completing housing applications, accompaniment to housing appointments and/or leasing appointments, accessing County and/or other mainstream services, and other support associated with the housing placement process. Part of this service includes the developing a Housing & Services Plan (HSP) for each participant receiving Case Management services in coordination with the participant. The HSP is the roadmap of services that are to be provided, actions that need to be taken (by both staff and the participant) and referrals that need to be made to attain a housing goal. The HSP must focus on actively working towards permanent housing and will outline the community-based services which participants must be linked with to promote their long-term housing stability. Participants receive referrals for supportive services either co-located in the Access Center or located outside of the Access Center to community-based services related to health, mental health, substance use, mainstream benefits, and others as appropriate. HHAP funding will continue to support 31 Access Centers in Los Angeles County.

Identify the HHAP 6 eligible use under which Activity 7 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 7

Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 7.

Funding Plan Amount - Activity 7

\$6,645,899.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 7 supports.

Funding plan activity 7 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #43

Activity 8

Describe Activity 8 in clear, specific terms.

Funding Plan Description - Activity 8

Access Centers are site-based facilities that carry out core screening and access functions for the Los Angeles Continuum of Care and Los Angeles County Coordinated Entry System, creating an access point that offers problem-solving, emergency service and supportive service referrals, and case management to unsheltered individuals and families to quickly connect participants with these services to keep the unsheltered population from growing. Access Centers offer case management services, which support participants with moving forward in accessing permanent housing through a referral or match to a housing resource and/or program (such as RRH (Rapid Rehousing), Permanent Supportive Housing, Youth Transitional Housing, affordable housing, etc.). This may include but is not limited to support with completing housing applications, accompaniment to housing appointments and/or leasing appointments, accessing County and/or other mainstream services, and other support associated with

the housing placement process. Part of this service includes the developing a Housing & Services Plan (HSP) for each participant receiving Case Management services in coordination with the participant. The HSP is the roadmap of services that are to be provided, actions that need to be taken (by both staff and the participant) and referrals that need to be made to attain a housing goal. The HSP must focus on actively working towards permanent housing and will outline the community-based services which participants must be linked with to promote their long-term housing stability. Participants receive referrals for supportive services either co-located in the Access Center or located outside of the Access Center to community-based services related to health, mental health, substance use, mainstream benefits, and others as appropriate. HHAP funding will continue to support 31 Access Centers in Los Angeles County.

Identify the HHAP 6 eligible use under which Activity 8 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 8

YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 8.

Funding Plan Amount - Activity 8

\$1,594,127.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 8 supports.

Funding plan activity 8 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #43

Activity 9

Describe Activity 9 in clear, specific terms.

Funding Plan Description - Activity 9

Administrative funds support LAHSA staff who carry out essential functions needed to plan, implement, manage, and monitor the HHAP program in compliance with grant requirements. These functions span executive management, human resources, communications, finance, equity, data management, contracts and procurement, monitoring and compliance, information technology, systems development, and planning. Funds also support the management of the HMIS system, and all related data management and reporting required by the State.

Administrative activities also enable LAHSA to support providers who connect people experiencing homelessness to appropriate housing interventions at Access Centers. Staff review performance outcomes, offer technical assistance, coordinate service delivery, and conduct ongoing quality review to ensure individuals are efficiently linked to suitable housing resources.

Similarly, administrative support strengthens providers offering short-term housing and emergency beds for all populations. Through contract oversight, performance monitoring, technical assistance, and coordination, LAHSA ensures these programs deliver essential services—including problem solving, resource referrals, and case management—with attention to specialized populations such as TAY, women, older adults, and survivors of domestic or intimate partner violence.

Administrative functions also sustain existing Rapid Rehousing households by supporting the management of RRH providers. Staff review documentation and performance outcomes, process payments, and provide technical assistance to ensure program quality and continuity of housing assistance.

In addition, administrative funding supports providers engaged in unit acquisition strategies, including Master Leasing. LAHSA staff coordinate leasing efforts, monitor provider performance, ensure compliance with local and federal guidelines, and provide technical assistance to maintain and expand available housing inventory.

Through its grant management work, LAHSA staff annually award contracts for rapid rehousing, crisis housing, and supportive services and manage more than 100 provider relationships across the region. By leveraging multiple funding sources, staff develop integrated programs aligned with the HEARTH Act and ensure timely and accurate disbursement of funds through consistent review of provider payment requests.

Identify the HHAP 6 eligible use under which Activity 9 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 9

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 9.

Funding Plan Amount - Activity 9

\$6,074,105.52

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 9 supports.

Funding plan activity 9 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 4 will improve

Key Action #43, 44, 47, 51

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

Yes

Administrative Entity 5

Which Administrative Entity is submitting the below budget?

Los Angeles County

Tax ID

95-6000927

TIN

LA County Govt Agency Taxpayer ID Form.pdf

Primary contact for the contract

Rachael Simon

Title

Manager, CEO-Homeless Initiative

Email

rsimon@ceo.lacounty.gov

Phone

(323) 447-6402

Address where HHAP 6 check will be mailed

500 W Temple Street, Room 493, Los Angeles, California 90012

Funding Plan - Los Angeles County

\$ Total HHAP-6 Allocation(s) Administering

\$85,120,000.00

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

Intensive Case Management Services (ICMS) are supportive services paired with long-term rental subsidies within Permanent Supportive Housing (PSH) sites. ICMS is provided to participants who have experienced chronic homelessness and have disabilities, chronic medical conditions, and/or behavioral health conditions. ICMS case managers coordinate personalized services based on assessments of clients' strengths, needs and goals. ICMS often involves crisis intervention and referrals to mental and physical health care services leading to housing stability. Services also include eviction prevention, connection to disability benefits, assistance with life skills, job skills, and volunteer, educational and vocational opportunities.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Permanent Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$76,608,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 5 will improve

Key Action #63

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

The Transitional Housing Program (THP) for Transitional Aged Youth (TAY) is a Housing First, Low Barrier, Harm Reduction-based, Crisis Response program that provides up to 36 months of safe, client-centered supportive services and access to a 24-hour residence for TAY experiencing homelessness. THP for TAY may operate in site-based facilities or in scattered-site apartments. The program supports participants by quickly finding permanent housing based on their unique strengths, needs, preferences, and financial resources. In addition, THP services connect TAY to resources that can help them improve their safety and well-being and achieve their housing stability goals. These specialized TAY programs are designed to alleviate the risks associated with youth homelessness, support healthy development, foster the skills needed to successfully transition to adulthood, and promote long-term housing stability while also providing connections to employment, education, health care, and mental health care.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

YSA: Interim Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$8,512,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 5 will improve

Key Action #45, 51, 53

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

No

Administrative Entity 6

Which Administrative Entity is submitting the below budget?

Pasadena CoC

Tax ID

95-6000759

TIN

GovTIN_City of Pasadena_ 2025 .pdf

Primary contact for the contract

Jennifer O'Reilly-Jones

Title

Homeless Programs Coordinator Management Analyst II

Email
joreillyjones@cityofpasadena.net

Phone
(626) 744-8305

Address where HHAP 6 check will be mailed
100 N. Garfield Avenue, S348, Attn: Treasury, Pasadena, California 91109

Funding Plan - Pasadena CoC

\$ Total HHAP-6 Allocation(s) Administering
\$677,599.37

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1
HHAP-6 funds will support rental subsidies, move-in expenses, and supportive services.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1
Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1
\$214,674.28

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 6 will improve

Key Action #77

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2
HHAP-6 funds will support motel vouchers for adults, families, and youth experiencing unsheltered homelessness.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2
Motel/Hotel Vouchers

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$154,246.54

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 6 will improve

Key Action #81

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

HHAP-6 funds will support motel vouchers for youth experiencing unsheltered homelessness.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

YSA: Motel/Hotel Vouchers

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$67,759.94

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 6 will improve

Key Action #81

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

HHAP-6 funds will support services for people experiencing unsheltered homelessness to help them transition to interim and permanent housing with services attached, housing navigation, and harm reduction services.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$193,486.65

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 6 will improve

Key Action #82

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

HHAP-6 funds will support grant administration for RRH, interim housing, and outreach-related efforts.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$47,431.96

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 6 will improve

Key Action #77, 81, 82

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

Yes

Section 4.b-d. Housing Portfolio

Housing Portfolio

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section:

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.
2. If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.
3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.
4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:

Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.

For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.

Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.

2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l)).

4.b. Sustainability of the Region's Interim Housing Portfolio

Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region

23,496

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29)

1,397

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term

\$4,195,067,587.62

Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29)

| Funding Source | Amount Dedicated |
|--|------------------|
| BHCIP - Emergency Stabilization Beds (ESB) Grant | \$33,241,866.00 |
| City of LA Alliance Reimbursement | \$78,130,808.96 |
| City of LA General Fund | \$548,183,598.03 |
| City of LA Roadmap | \$68,878,513.00 |
| City of Pasadena General Fund | \$2,415,860.38 |
| County General Fund/NCC | \$433,801,251.00 |
| DPSS (HSP TANF non-WtW / WtW) | \$73,165,888.00 |
| Emergency Solutions Grant | \$13,320,700.94 |
| Encampment Resolution Funding | \$24,846,096.00 |
| Homekey | \$23,726,332.00 |
| Homeless Housing, Assistance and Prevention (HHAP) – 1 | \$2,783,504.09 |
| Homeless Housing, Assistance and Prevention (HHAP) – 2 | \$2,920,172.00 |
| Homeless Housing, Assistance and Prevention (HHAP) – 3 | \$27,262,991.02 |
| Homeless Housing, Assistance and Prevention (HHAP) – 4 | \$76,793,775.37 |
| Homeless Housing, Assistance and Prevention (HHAP) – 5 | \$155,890,591.91 |
| Homeless Housing, Assistance and Prevention (HHAP) – 6 | \$142,556,559.14 |

| | |
|--|--------------------|
| City of Long Beach Local jurisdictional funding (City &/or County) | \$66,051.00 |
| Measure A | \$2,052,664,269.03 |
| Measure H | \$432,918,759.75 |
| Measure S (City of Glendale) | \$1,500,000.00 |

Total Amount Dedicated Interim
\$4,195,067,587.62

Optional: Narrative Response of the Region's Plan to Sustain Interim Housing

4.c. Sustainability of the Region's Permanent Housing Portfolio

Region's Permanent Affordable Housing Portfolio

Region's Existing Permanent Affordable Housing Portfolio

Total permanent affordable housing developments and units (developments) in the region.
59,230

Total estimated capital and operating cost for existing developments
\$2,925,511,572.73

Funding Sources Realizing and Sustaining the Region's Existing Developments within the Grant Term (FY24/25-FY28/29)

| Funding Source | Amount Supporting |
|--------------------------------------|--------------------------|
| Community Development Block Grant | \$3,500,000.00 |
| City of Pasadena - All Sources | \$5,245,015.00 |
| Continuum of Care Housing Assistance | \$599,602,877.49 |
| County of Los Angeles - All Sources | \$1,000,000.00 |
| Deferred Developer Fee | \$3,392,848.00 |
| Federal - Congressional Grant | \$500,000.00 |
| Ground Lease | \$13,250,000.00 |
| Historic Tax Credit Equity | \$1,910,535.00 |
| HOME | \$59,142,548.00 |
| Housing Authority Land Loan | \$12,400,000.00 |
| LMIHAF | \$2,000,000.00 |
| Measure S, PLHA & LMIHAF Fund | \$13,715,372.00 |

| | |
|---|--------------------|
| Mod Rehabilitation/SRO Housing Assistance | \$18,921,961.77 |
| Permanent Loan | \$17,298,913.00 |
| PLHA | \$6,500,000.00 |
| Project Based Vouchers | \$1,805,435,393.47 |
| Public Housing | \$295,364,582.00 |
| State of California/HCD - All Sources | \$29,037,580.00 |
| Tax Credit Equity | \$37,293,947.00 |

Total Amount Supporting Existing Permanent Affordable Housing
 \$2,925,511,572.73

At-Risk Permanent Affordable Housing within the Region

Number of developments at risk of expiring affordability restrictions during the grant term (FY24/25-FY28/29)
 20

Total estimated capital and operating cost for at-risk developments
 \$9,630,000.00

Funding Sources Realizing and Sustaining the Region's At-Risk Developments within the Grant Term (FY24/25-FY28/29)

| Funding Source | Amount Supporting |
|--------------------------------|--------------------------|
| Affordable Housing Trust Funds | \$9,630,000.00 |

Total Amount Supporting At-Risk Permanent Affordable Housing
 \$9,630,000.00

Proposed Permanent Affordable Housing within the Region

Total number of developments proposed which still have a financing or supportive services and operations funding gap (proposed developments) during the grant term (FY24/25-FY28/29)
 29

Total Estimated Funding Gap (capital and operating costs) for the proposed developments during the grant term (FY24/25-FY28/29)
 \$468,898,531.00

Funding Sources Realizing and Sustaining the Region's Proposed Developments within the Grant Term (FY24/25-FY28/29)

| Funding Source | Amount Supporting |
|-------------------------------------|--------------------------|
| Affordable Housing Trust Fund | \$69,000,000.00 |
| County of Los Angeles - All sources | \$8,215,000.00 |
| Deferred Developer Fee | \$4,850,375.00 |
| Developer Loan | \$16,000,000.00 |
| Developer Capital Stack | \$372,000,000.00 |
| Developer Fee Contribution | \$13,279,419.00 |
| HCD LHTF | \$4,750,000.00 |
| HOME | \$22,456,073.00 |
| HOME-ARP | \$2,181,500.00 |
| Land Loan | \$12,400,000.00 |
| Land Value | \$14,490,000.00 |
| Measure S, PLHA & LMIHAF Fund | \$11,900,000.00 |
| Permanent Loan | \$29,351,367.00 |
| PLHA | \$3,500,000.00 |
| Project Based Vouchers | \$203,681,874.25 |
| Tax Credit Equity | \$98,203,009.00 |

Total Amount Supporting Proposed Permanent Affordable Housing
\$886,258,617.25

4.d. Documentation of Youth Set Aside Requirement

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Yes

Section 5. Regional Memorandum of Understanding (MOU) and Application Certification

5. MOU and Certification

Steps to complete this section:

1. **Upload** the Memorandum of Understanding (MOU) as specified below.
2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

Memorandum of Understanding (MOU)

Memorandum of Understanding (MOU)

Compiled Signed MOU 8.27.25.pdf

Supporting Documentation (Optional)

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

City of Los Angeles

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Bindu Kannan

Phone

(213) 574-4392

Email

bindu.kannan@lacity.org

Participating Eligible Applicant 2

Participating Eligible Applicant

Glendale CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Arsine Isayan

Phone

(818) 550-4474

Email

arisayan@glendaleca.gov

Participating Eligible Applicant 3

Participating Eligible Applicant

City of Long Beach

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Paul Duncan

Phone

(562) 570-4581

Email

paul.duncan@longbeach.gov

Participating Eligible Applicant 4

Participating Eligible Applicant

Long Beach CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Paul Duncan

Phone

(562) 570-4581

Email

paul.duncan@longbeach.gov

Participating Eligible Applicant 5

Participating Eligible Applicant

Los Angeles City & County CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Rachel Johnson

Phone

(213) 518-2170

Email

rajohnson@lahsa.org

Participating Eligible Applicant 6

Participating Eligible Applicant

Los Angeles County

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Rachael Simon

Phone

(323) 447-6402

Email

RSimon@ceo.lacounty.gov

Participating Eligible Applicant 7**Participating Eligible Applicant**

Pasadena CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Jennifer O'Reilly-Jones

Phone

(626) 744-8305

Email

joreillyjones@cityofpasadena.net