I.   Methodology:

This literature review examines eight key existing documents that may inform the development of a new county department focused on housing and homelessness. Nine operational areas of the homelessness response system were identified. Each domain was assessed for key themes, challenges, and potential recommendations gathered from the document materials. All of the recommendations for each domain were then synthesized to identify overarching recommendations.

II.   Overarching Recommendations for a New County Department on Homelessness and Housing Access:

1. Establish a Unified, Equity-Driven Governance and Operating Structure

Purpose: Break down fragmentation by creating one accountable entity with the authority and infrastructure to coordinate and drive all homelessness and housing access efforts across County departments, LAHSA, cities, and service systems.

- **Form and Function:**
    - Establish a clear leadership structure, including a **Cabinet-level Executive Director**, cross-departmental liaisons, and a **community-informed governance board** with representation from people with lived experience (PWLE), service providers, and local jurisdictions.
    - Consolidate existing fragmented oversight bodies (e.g., LAHSA Commission, CES Policy Council) into a single, streamlined decision-making entity under this department's umbrella.
    - Create specialized teams focused on **youth, older adults, justice-involved individuals, and racial equity**.

- **Roles and Responsibilities:**
    - Centralize authority over program design, funding allocation, performance monitoring, and system strategy.
    - Lead countywide homelessness prevention, housing placement, and retention efforts.

2. Build a Thriving and Culturally Responsive Workforce that Reflects the Communities Served

Purpose: Cultivate a high-quality workforce that is trauma-informed, inclusive, and empowered to implement effective and equitable services.

- **Form and Function:**
    - Establish a **Workforce Development and Equity Division** responsible for staff training, hiring pipelines, and cross-agency career development.
    - Embed roles for **people with lived experience** across all levels—from frontline to leadership.
    - Standardize trauma-informed, culturally competent onboarding, supervision, and ongoing professional development.

- **Roles and Responsibilities:**
    - Staff will be trained not just in service delivery, but in **equity, restorative practices, harm reduction, and systems thinking**.
    - Case managers and housing navigators must have **supportive roles**, adequate caseloads, and compensation reflective of their responsibilities.

3. Foster Deep, Cross-Sector Partnerships with Cities, Service Providers, and Community Organizations

Purpose: Operationalize collaboration across jurisdictions, sectors, and communities to expand the reach and responsiveness of housing and service interventions.

- **Form and Function:**
    - Create formal partnership structures (e.g., **local solution councils or regional compacts**) with cities, Councils of Government (COGs), and SPAs.
    - Fund and support **community-based organizations**—especially those led by and serving Black, Latinx, Indigenous, immigrant, LGBTQIA+, and justice-involved communities.
    - Launch a **technical assistance hub** to support service provider capacity-building and infrastructure needs.

- **Roles and Responsibilities:**
    - Staff will serve as **regional system navigators, contract managers, and community liaisons**, ensuring that services reflect community-defined priorities, geographic nuances, and barriers are reduced.

4. Institutionalize Community Accountability Through Transparent Data Use and Continuous Feedback

Purpose: Ensure the department is accountable to the public and continuously improving by collecting and sharing data transparently and co-creating solutions with impacted communities.

- **Form and Function:**
  - Build a **centralized data infrastructure** aligned with HMIS, CHAMP, CES, LANES, and other County systems to allow for real-time system performance tracking, cross-agency referrals, and longitudinal analysis.
  - Create an **Equity and Outcomes Dashboard**, disaggregated by race, gender, SPA, housing type, and special populations.
  - Form and fund a **Resident Participation Intermediary** to engage PWLE in oversight, co-design, and policy-making.

- **Roles and Responsibilities:**
  - Data analysts, equity officers, and community engagement coordinators must collaborate to **translate data into actionable insights**, implement **programmatic improvements**, and **close racial and geographic disparities**.

5. Expand the County's Role in Prevention, Housing Acquisition, and Local Systems Alignment

Purpose: Position the department not only as a responder to homelessness, but as a **preventive force and housing developer/strategist** that partners with philanthropy and the private sector.

- **Form and Function:**
  - House a **Prevention and Housing Innovation Division** that integrates rental assistance, legal aid, land trusts, zoning reform advocacy, and homeownership promotion.
  - Partner with community-based developers to **acquire and preserve affordable housing**, with a focus on high-displacement and BIPOC communities.
  - Leverage state/federal funds and advocate for **multi-year, inflation-adjusted contracts** for providers.

- **Roles and Responsibilities:**
  - Staff will include **housing finance specialists, policy analysts, prevention coordinators**, and grant managers who proactively align investments with upstream equity goals.

III.   Homelessness Response System Areas of Operations

Area 1: Delineating Clear Lines Of Public Accountability And Oversight

✅ **Key Themes – Successes and Aspirational Directions**

1. **Unified Regional Governance Structure**
   o Proposal to create a **central County entity** with authority to unify and coordinate cross-agency homelessness efforts.
   o Leadership structure includes both a **public sector Executive Committee** and a **cross-sector Leadership Table**, tasked with aligning strategies and accelerating implementation.

2. **Defined Strategic Goals**
   o Five clear goals focus on prevention, housing exits, mental health/substance use, affordable housing development, and reductions in unsheltered homelessness.
   o Emphasis on systems-level and outcome-focused planning.

3. **Values-Driven Implementation**
   o Commitment to **role clarity, inclusion of people with lived experience**, and systemic change.
   o Focus on **community power-building** and **trauma-informed processes** in planning and design.

4. **Cultural Shift Toward Continuous Improvement**
   o Promotion of a **"data for improvement"** culture over punitive data use.
   o Encouragement of **urgency with strategic action** to avoid unnecessary delays in addressing homelessness.

Key Challenges Identified

1. **Fragmented Governance and Jurisdictional Tensions**
   o Multiple agencies and jurisdictions have differing priorities and approaches (some punitive), causing service disruptions and inefficiencies.
   o People experiencing homelessness are harmed by jurisdictional fragmentation, forcing them to restart processes due to displacement.

2. **Siloed Agencies and Complex Decision-Making Structures**
   o Calls to consolidate existing bodies (LAHSA Commission, CoC Board, CES Policy Council) reflect current **governance confusion and inefficiencies**.

o Need to **streamline LAHSA's role** and remove its direct service responsibilities to focus on CoC leadership.

📌 **Recommendations**

1. **Establish a New County Coordinating Entity**
   o Oversee and unify homelessness response efforts.
   o Coordinate cross-agency collaboration and direct services.

2. **Create a Consolidated Governance Body**
   o Merge fragmented decision-making bodies into a single, **cohesive governance structure**.

3. **Redefine LAHSA's Role**
   o Transition LAHSA into a **CoC-focused authority**, while a new entity assumes responsibility for direct service coordination.

4. **Formalize Oversight and Accountability Mechanisms**
   o Establish an **Oversight and Accountability Board** to evaluate housing and recovery programs regularly.
   o Track and report outcomes such as **homeownership and wealth-building among Black families**.

5. **Launch an Executive-Level Action Team**
   o Drive rapid reforms, improve **data sharing**, and coordinate policy implementation across systems.

Area 2: Addressing Disparities Among Vulnerable Populations

✅ **Key Themes – Successes and Promising Directions**

1. **Growing Recognition of Racial and Cultural Disparities**
   o Explicit callouts of racial disproportionality in service access and outcomes (particularly for Black, Latinx, and AIAN populations).
   o Increased willingness to disaggregate data and recognize disparities among youth, older adults, justice-involved individuals, and LGBTQIA+ populations.

2. **Adoption of Targeted Universalism**
   o An emerging framework acknowledges that **equitable outcomes require population-specific strategies** to achieve shared goals.

- o Emphasizes structural root causes and intersectional systems change.

3. **Initial Steps Toward Equity Infrastructure**
   - o LAHSA and the County are beginning to **establish equity-focused initiatives** and explore funding and policy mechanisms (e.g., ARDI-like roles, anti-discrimination enforcement, culturally responsive case management).

❗ Key Challenges Identified

1. **Funding Gaps and Structural Underinvestment**
   - o Equity investments (e.g., $3M for Black unhoused individuals) viewed as **insufficient** and **symbolic**, lacking scale and follow-through.
   - o Community members express **fatigue from performative engagement** without meaningful structural changes or resource shifts.

2. **Service Design Misalignment**
   - o Programs often **lack developmental responsiveness for youth** and **support for caregivers** (e.g., childcare, school support).
   - o **AIAN, Latinx, and immigrant communities** face gaps in language access, accurate data collection methods, culturally specific services, and representation.

3. **Equity Initiatives Not Operationalized**
   - o DEI strategies are not **reaching frontline providers**, and **no dedicated oversight** ensures implementation.
   - o Current governance and contracting structures lack incentives or accountability for equity outcomes.

4. **Persistent Racial Disparities in Outcomes**
   - o **Black people** are still overrepresented in PIT counts and **exit permanent housing at lower rates** than others.
   - o **Latinx and AIAN people** are **underrepresented in service access** and **have lower throughput rates** from unsheltered to permanent housing.

📌 Recommendations

1. **Create Countywide and LAHSA-Led Racial Equity Initiatives**
   - o Ensure dedicated funding and cross-system alignment to implement equity infrastructure and hold systems accountable.
   - o Embed **ARDI-style oversight mechanisms** into service delivery organizations.

2. **Invest in Culturally Responsive, Community-Based Providers**
   o Fund **credible messengers and trusted organizations** within BIPOC, immigrant, LGBTQIA+, and AIAN communities.
   o Include churches, Indigenous organizations, and community health providers in contracting pipelines.

3. **Improve Data Collection and Disaggregation**
   o Refine definitions and methodologies to **accurately capture AIAN and subpopulation data**.
   o Use data to **identify disparities in access, services, and outcomes**, not only representation.

4. **Design Responsive Programs by Age, Culture, and Need**
   o Prioritize youth transitions, family services, and older adults with fixed incomes.
   o Expand flexible documentation processes, multilingual access, and community-based navigation.

5. **Build Multi-Racial, Cross-Group Coalitions**
   o Create spaces for **collaborative agenda-setting** across racial/ethnic groups to dispel myths and amplify shared goals.

6. **Adopt Anti-Discrimination Policies with Enforcement**
   o Ensure all programs **prohibit anti-LGBTQIA+ and TGI discrimination** with clear enforcement and response pathways.

Area 3: Coordinating with Intersecting Systems

✅ **Key Themes – Successes and Strategic Directions**

1. **Cross-System Collaboration Emerging as Priority**
   o Recognition that **homelessness intersects with criminal justice, child welfare, mental health, and workforce development** systems.
   o Momentum toward **cross-agency agreements, co-location of staff**, and **joint planning efforts** (e.g., CES staff at children's court, regular meetings between systems).

2. **Focus on System Diversion and Reentry Support**
   o Increasing support for **justice system diversion** and **housing for formerly incarcerated individuals** to reduce recidivism and promote reintegration.

- Strategic engagement of **philanthropic partners** to support reentry populations.

3. **Increased Attention to Family Preservation**
   - Shifting focus from punitive child welfare interventions to **housing and service supports that stabilize families**, keep children at home, and prevent future homelessness.

❗ Key Challenges Identified

1. **Siloed Systems and Misaligned Policies**
   - Lack of shared understanding, communication protocols, or cross-training between systems (e.g., child welfare vs. homeless services).
   - Structural and policy barriers impede **resource coordination** and **joint decision-making**, leading to duplicated or conflicting efforts.

2. **Underinvestment in High-Need Populations**
   - Reentry populations, youth aging out of care, and families involved in child welfare are **underserved**.
   - Current **housing and support services are insufficient** for individuals with high acuity needs (e.g., co-occurring disorders, chronic health conditions).

3. **Limited Clinical and Specialized Workforce**
   - Shortage of **clinical health workers**, detox facilities, and care navigation staff limits the system's ability to serve the most vulnerable.

📌 Recommendations

1. **Redirect High-Cost Justice System Spending**
   - Conduct **fiscal and racial equity analyses** to identify and redirect funding from criminal justice systems to housing and services for reentry and prevention.

2. **Formalize Cross-System Coordination**
   - Develop **MOUs, joint protocols**, and co-location strategies between:
     - Child welfare + homeless services
     - Courts + CES agencies
     - Workforce + housing providers

3. **Expand Reentry and High-Acuity Supports**
   - Increase **permanent supportive housing (PSH)** for high-need individuals.

o   Fund wraparound services at housing sites: **mental health, SUD, crisis stabilization**, employment, life skills, and financial literacy.

4. **Strengthen Family-Centered Interventions**
    o   Fund rental assistance and support services to prevent family separation.
    o   Provide trauma-informed case management and **holistic care navigation** for families impacted by child welfare involvement.

5. **Build Workforce Capacity**
    o   Hire more **clinical health workers and trained outreach staff** to serve high-acuity individuals effectively.
    o   Cross-train staff across systems to foster collaboration and reduce fragmentation.

Area 4: Strengthening Data Infrastructure

This section offers valuable insight into data infrastructure challenges and solutions.

✅ **Key Themes – Successes and Emerging Opportunities**

1. **Commitment to Data-Driven Decision-Making**
    o   Recognition that tracking **program effectiveness**, **retention outcomes**, and **equity progress** is essential for system improvement.
    o   Emphasis on leveraging both **quantitative data (HMIS, CHAMP)** and **qualitative engagement (e.g., Black voices in PSH evaluation)**.

2. **Movement Toward Cross-System Integration**
    o   Increasing momentum to align disparate data systems across **homeless services, child welfare, justice, and health** sectors.
    o   Proposal for a **uniform, longitudinal client database** to improve referral processes, track service engagement, and inform accountability.

3. **Equity and Inclusion in Data Practices**
    o   Innovative idea to provide **paid data training and jobs for justice-impacted individuals**, blending inclusion with system capacity-building.
    o   Desire to embed **community and provider feedback** loops within data systems.

❗ **Key Challenges Identified**

1. **Siloed Data Systems and Incomplete Integration**

- o Fragmented systems (HMIS, CHAMP, LANES, CES, One Degree) are not yet fully interoperable, making **service coordination and tracking difficult**.
- o Lack of **real-time information-sharing** hinders prevention and timely interventions.

2. **Limited Metrics on Retention and Equity**
   - o While exits to housing are often tracked, **retention and quality of housing experience (especially in PSH)** are insufficiently measured.
   - o Few established tools currently **track racial equity goals or service quality** across subpopulations.

3. **Privacy and Trust Concerns**
   - o Tension between the need for integrated systems and **safeguards to protect privacy**, especially for justice-involved individuals.
   - o Community stakeholders may be reluctant to participate in data collection without transparency or clear benefit.

📌 **Recommendations**

1. **Build a Unified, Cross-Sector Data System**
   - o Develop a **central client database** with linkage capabilities across LA County systems to follow individuals across touchpoints (child welfare, homelessness, justice, health).
   - o Ensure system supports **bidirectional referrals, service inventory tracking**, and longitudinal evaluation.

2. **Expand Use of Administrative and Community Data**
   - o Use both **HMIS and CHAMP** data to measure outcomes.
   - o **Engage community voices** in evaluating program quality, particularly from underrepresented or disproportionately impacted groups (e.g., Black people in PSH).

3. **Require Interagency Data Sharing**
   - o Mandate **data-sharing agreements and protocols** between cities, the County, and LAHSA.
   - o Define **clear metrics of success**, aligned equity benchmarks, and **accountability frameworks**.

4. **Train and Employ Community-Based Technologists**
   - o Invest in **capacity-building for system-impacted individuals** to enter the data and technology workforce.
   - o Build trust and community ownership of data efforts.

5. **Monitor Housing Retention and Service Quality**
    - ○ Track outcomes like **length of stay, evictions, re-entry, and exits to stable housing**.
    - ○ Collect **qualitative feedback** from families and service providers to improve care coordination and responsiveness.

Area 5: Streamlining Access to Housing and Services

This section summarizes cross-cutting themes, barriers, and recommendations to streamline access to housing and services.

✅ **Key Themes – Successes and Emerging Priorities**

1. **Increasing Access to Permanent Housing**
    - ○ Strong system-wide focus on **increasing housing placements**, especially from encampments and for high-acuity populations (e.g., mental illness, SUD, older adults, justice-involved).
    - ○ Growing attention to **retention**, not just placement, through regular evaluation of PSH and RRH outcomes.

2. **Call for System Simplicity and User-Centered Design**
    - ○ Clear emphasis on **reducing complexity** and making housing systems **consumer-friendly**:

        - ▪ Universal application system
        - ▪ Feedback loops for program adjustments
        - ▪ Single-location, multi-agency service hubs

3. **Tailoring Services to Unique Populations**
    - ○ Recommendations across age, acuity, and justice status:
        - ▪ **Older adults**: targeted vouchers, shared housing, preserving Adult Residential Facilities
        - ▪ **Youth**: better coordination with K–12 schools, more youth-specific beds, service access before age 18
        - ▪ **Justice-involved**: recovery housing, mental health treatment beds, harm reduction options

4. **Recognition of Systemic Coordination Barriers**
    - ○ Fragmented jurisdictional approaches (e.g., across SPAs and city governments) impede consistent access and prolong homelessness.

- o CES backlogs, restricted outreach worker roles, and lack of flexible funds hamper navigation and placement.

❗ Key Challenges Identified

1. **Bureaucratic and Inequitable Navigation**
   - o Too many steps to access housing, especially for youth, justice-involved individuals, and families in child welfare.
   - o CES backlogs and SPA-level variation contribute to **inconsistent access and client displacement**.

2. **Limited Geographic and Demographic Coverage**
   - o Youth in SPAs 1, 3, and 7 report **few programs or beds**, and schools are disconnected from housing systems.
   - o Older adults and unaccompanied minors often fall through eligibility gaps or face documentation barriers.

3. **Lack of Infrastructure for Streamlined Service Delivery**
   - o Few **24-hour service centers or safe landing sites**.
   - o Absence of centralized application systems or coordinated landlord partnerships limits efficiency.

📌 Recommendations

1. **Simplify and Standardize Housing Access**
   - o Develop a **universal housing application** and **streamline intake processes** across SPAs.
   - o Eliminate unnecessary steps (e.g., CES limitations on outreach referrals) and create **24/7 service hubs**.

2. **Invest in Population-Specific Solutions**
   - o Expand successful models tailored for:
     - ▪ **Older adults** (shared housing, voucher flexibility)
     - ▪ **Youth** (beds, school coordination, early eligibility)
     - ▪ **Justice-involved individuals** (clubhouse models, MAT, harm reduction housing)

3. **Improve System Navigation**
   - o Fund **housing navigation teams**, train them in sourcing housing leads, and remove rigid referral restrictions.

- o   Provide **flexible funding** for financial crises that hinder housing stabilization.

4. **Engage Communities and Service Providers**
   - o   Strengthen coordination with **CBOs, housing authorities, schools, and landlords**.
   - o   Build partnerships to **preserve housing units**, secure on-site services, and develop community-based care models.

5. **Monitor and Improve Housing Retention**
   - o   Collect and analyze **PSH/RRH retention data**, disaggregated by population and program type.
   - o   Create feedback loops to adjust services and share outcomes with funders and stakeholders.

6. **Launch a Multi-Year Local Solutions Fund**
   - o   Encourage **jurisdictional investment** and flexibility through matching funds and service innovation incentives.

Area 6: Creating a Thriving, Sustainable, and Responsive Workforce

This section offers a deep look into systemic workforce challenges and opportunities

✅ **Key Themes – Strengths and Promising Directions**

1. **Focus on Workforce Quality and Retention**
   - o   Strong emphasis on **training** (trauma-informed, culturally competent, climate-centered) for staff in PSH, RRH, outreach, and shelters.
   - o   Recognition that **housing retention outcomes** are closely tied to staff competency and emotional support systems.

2. **Inclusion of People with Lived Experience**
   - o   Calls for training and hiring people with lived experience, particularly **Black, Brown, and justice-impacted individuals**, as central to systems transformation.
   - o   Skid Row Action Plan's trauma-informed **recruitment and post-employment model** noted as a promising practice.

3. **Equity in Leadership and Compensation**
   - o   Clear disparities identified between **frontline staff (diverse, underpaid)** and **leadership (less diverse, higher paid)**.
   - o   Equity requires both **representation in senior roles** and **fair wages** at the frontline level.

4. **Workforce as a Stabilization Tool for Residents**

- o Employment programs (especially for justice-involved, LGBQ+, TGI, and cisgender women with mental illness) are not only economic interventions but also pathways out of homelessness.

❗ Key Challenges Identified

1. **Workforce Burnout and Mental Health Risks**
   - o High rates of burnout due to undercompensation, exposure to trauma, and inadequate mental health support for frontline staff.
   - o Lack of mental and emotional safety nets disproportionately affects Black and Brown workers.

2. **Fragmentation and Siloed Workforce Initiatives**
   - o Promising employment and workforce strategies are **not coordinated across departments** (City, County, LAHSA, DMH, SAPC).
   - o This fragmentation makes **systems hard to navigate** for both staff and people experiencing homelessness.

3. **Training Gaps and Inconsistency**
   - o While training is emphasized, there is **no standardized model** or ongoing professional development infrastructure across provider organizations.
   - o Trauma-informed and DV-specific trainings are not yet universal across shelters and housing programs.

4. **Insufficient Infrastructure and Funding for Providers**
   - o Rising overhead (e.g., insurance, fringe benefits) threatens organizational sustainability.
   - o Funding for indirect costs is **not keeping pace** with demand or inflation, limiting capacity expansion.

📌 Recommendations

1. **Standardize and Expand Workforce Training**
   - o Develop **core competencies** for all provider types, including trauma-informed care, DV response, cultural humility, and destigmatization.
   - o Ensure ongoing **professional development**, not just one-time training.
   - o Include trainers with **lived experience and racial equity expertise**.

2. **Build a Pipeline of Diverse Leadership**
   - o Remove barriers to **career advancement** for frontline workers.

- Create **career pathways** into leadership and civil service roles for people with lived experience and from underrepresented backgrounds.

3. **Fund Workforce Infrastructure**
   - Increase funding for **indirect costs** (insurance, benefits, admin support) to stabilize provider organizations.
   - **Standardize pay** for outreach workers and frontline roles.

4. **Expand Employment Opportunities for People with Lived Experience**
   - Incubate new programs that offer **wraparound employment support** for people with serious mental illness, LGBTQIA+ identities, and justice involvement.
   - Align with **trauma-informed recruitment and hiring practices** (e.g., Skid Row Action Plan).

5. **Coordinate Workforce Development Across Systems**
   - Establish a **cross-agency workforce initiative** to align programs across LAHSA, County departments, and the City.
   - Develop **clear referral and navigation pathways** for system users to access employment support.

6. **Support Staff Well-being**
   - Offer **mental health resources**, peer support, and organizational wellness practices for frontline staff.
   - Share staff stories to inform equity initiatives and foster organizational belonging.

Area 7: Advancing PWLE into Diverse Public and Private Leadership Roles

This section provides a rich and detailed vision for elevating people with lived experience (PWLE) into leadership roles

✅ **Key Themes – Promising Strategies and Values**

1. **Centering Lived Experience as Leadership**
   - A strong shift from tokenism to **integration of PWLE in policy, program design, and organizational leadership**.
   - Recognition that PWLE not only deserve a seat at the table but bring essential expertise to systems change.

2. **Building Infrastructure for Career Pathways**

- Emphasis on **low-barrier, wraparound workforce programs** tailored to those experiencing homelessness, especially Black individuals and youth.
- Vision for a **"Lived Experience Academy"** to prepare PWLE for leadership roles through training, mentorship, and economic mobility.

3. **Public-Private Cross-Sector Collaboration**
   - Strategy calls for building **cross-agency partnerships** and engaging private employers in inclusive hiring and retention.
   - Commitment to aligning job training with **high-growth sectors** like healthcare, tech, and entertainment.

4. **Sustained Post-Employment Support**
   - Clear acknowledgement that **mentorship, wellness support, and benefits counseling** are essential for long-term job success and well-being.
   - Encouragement of **trauma-informed employment practices**, especially in frontline and leadership transitions.

❗ **Key Challenges Identified**

1. **Occupational Segregation and Limited Upward Mobility**
   - PWLE are concentrated in **low-wage, frontline roles** and are underrepresented in management and decision-making positions.
   - Leadership pipelines are not formalized, and advancement often relies on informal networks or individual advocacy.

2. **Barriers to Employment Access**
   - Employment eligibility often hampered by:
     - **Criminal records**
     - **Lack of documentation (e.g., birth certificates)**
     - **Rigid hiring practices**
     - **Insufficient transportation, childcare, and stipends**

3. **Advisory Structures Lack Influence**
   - Short-term advisory bodies (e.g., PWLE councils) operate at a distance from decision-making structures, resulting in **limited system impact**.
   - County lacks formal, compensated mechanisms for **resident-driven system accountability**.

4. **Programmatic Silos and Underfunding**

- Programs for training, mentorship, entrepreneurship, and leadership often **exist in isolation** and lack sustained, cross-agency funding.
- Efforts are fragmented, with **inconsistent coordination** among workforce systems, homelessness services, and community-based organizations.

📌 Recommendations

1. **Establish a Lived Experience Leadership Academy**
   - Provide **training in leadership, workers' rights, entrepreneurship, and sector-specific skills**.
   - Incorporate **success stories and storytelling** to reduce stigma and foster inclusion.

2. **Invest in Career Pathways for PWLE**
   - Provide training, advancement supports, and mentorship for PWLE to rise into **mid- and senior-level positions** within public and nonprofit systems.
   - Support **employment in high-growth sectors** through partnerships with industry, colleges, and workforce boards.

3. **Create Low-Barrier, Wraparound Workforce Programs**
   - Include flexible eligibility, childcare/transportation stipends, mental health support, and flexible schedules.
   - Tailor services to **Black youth, LGBTQIA+, and people with justice involvement**.

4. **Build Cross-Agency Employment Partnerships**
   - Form a **task force** including community organizations, workforce boards, employers, and PWLE.
   - Advocate for **multi-source funding** (federal, local, philanthropic) to sustain programming.

5. **Integrate PWLE Into System Governance**
   - Create a **resident-led intermediary** or embed PWLE in decision-making boards with **contractual roles, stipends, and leadership opportunities**.
   - Move beyond advisory-only models to **formalized governance** with compensated, trauma-informed participation.

6. **Monitor and Support Retention**
   - Collect and analyze **employment data on people experiencing homelessness** (status, industry, employer, wage, duration).

- Provide **post-employment supports**, including coaching, capacity-building, and wellness check-ins.

7. **Advance Fair Hiring Practices**
   - Implement the **Fair Chance Act** with strong enforcement, employer education, and public awareness.
   - Reduce reliance on background checks and enhance **public-private sector collaboration** to open up employment.

Area 8: Investing in Prevention Resources

This section underscores the upstream strategies necessary to disrupt inflow into homelessness.

✅ **Key Themes – Core Strategies and Promising Practices**

1. **Homelessness Prevention as a Priority Investment**
   - Explicit focus on **stopping inflow into homelessness**, particularly for **seniors, renters, and Black homeowners**, through tenant protections, foreclosure prevention, and emergency supports.
   - Recognition of prevention not just as an individual intervention, but as **policy and systems-level infrastructure**.

2. **Robust, Multi-Layered Tenant Protections**
   - Calls to expand **just cause eviction**, **rent control**, and **source of income protections** across all rental units.
   - Coordinated efforts at **local, state, and federal levels** to align housing rights and enforcement mechanisms.

3. **Restorative and Reparative Approaches**
   - Proposals to support **Black homeownership**, community land trusts, and intergenerational wealth-building reflect a deeper understanding of **historical displacement** and structural harm.

4. **Cross-System and Community-Based Partnerships**
   - Collaboration with **legal aid organizations, tenant associations, landlords, public housing authorities, and local governments** to build preventive capacity.
   - Emphasis on **linking mainstream systems (health, law enforcement)** with basic screening for housing risks.

❗ **Key Challenges Identified**

1. **Disjointed and Underfunded Prevention Infrastructure**
   - Legal, financial, and outreach services for tenants are **under-resourced**, especially in eviction defense and credit repair.
   - Fragmented tenant protections vary by jurisdiction, creating **gaps and confusion** for renters.

2. **Barriers to Public Housing and Homeownership**
   - Access to public housing is hindered by **complex applications, eligibility criteria, and misinformation**.
   - Seniors and low-income homeowners often lack **financial education and scam protection**, placing them at risk of foreclosure.

3. **Insufficient Legal Enforcement and Rights Awareness**
   - **Landlord retaliation** and discriminatory screening practices persist due to weak enforcement and lack of awareness campaigns.
   - Tenants often don't know their rights or have **limited access to legal counsel**, particularly in BIPOC communities.

4. **Lack of Flexibility in Crisis Funding**
   - Emergency financial needs like **car repairs, utilities, and medicine costs** can cause housing instability—yet many programs are too rigid to help in time.

📌 **Recommendations**

1. **Strengthen and Expand Tenant Protections**
   - Expand **just cause eviction** to all residential rental units and prohibit **source of income discrimination**.
   - Provide **training for landlords** on fair housing laws and tenant protections.

2. **Increase Legal Aid and Enforcement Capacity**
   - Expand legal aid funding to support **tenants beyond eviction defense**, including credit repair, public housing advocacy, and retaliatory eviction enforcement.
   - Build **public awareness campaigns** around housing rights.

3. **Support Black Homeownership and Anti-Displacement Strategies**
   - Invest in **community land trusts** and homeownership programs that center Black families as a form of **restoration and reparation**.
   - Link family support service participants to **federal and local homeownership funding opportunities**.

4. **Target Seniors and High-Risk Groups with Tailored Outreach**

o   Prevent foreclosure among seniors through **financial literacy, scam protection, and flexible assistance**.

o   Create partnerships to **identify at-risk seniors** before a crisis hits.

5. **Expand and Align Emergency Assistance Programs**

o   Increase flexibility of prevention funds to **cover non-rent emergencies** that could trigger homelessness.

o   Include **workforce assistance and benefits access** as part of the prevention toolkit.

6. **Formalize Homelessness Prevention as a Metric**

o   Adopt a system-wide definition and metric for "**homelessness prevention**," targeting those at highest risk for inflow.

Area 9: Advocating for State, Federal, and Private Resources

This section focuses on the financial foundations necessary to sustain and scale housing and homelessness interventions.

✅ **Key Themes – Strategic Financial Directions**

1. **Protecting and Expanding Existing Funding Streams**

o   Strong emphasis on **preserving critical state and federal programs**, such as the HOME Program and HECM (reverse mortgage for seniors), which are foundational to **homeownership and housing stability**.

o   Advocacy for **cost-of-living adjustments and multi-year contracts** to improve the sustainability of provider organizations.

2. **Aligning Capital Investment with Equity Goals**

o   Recognition that **new housing production must target people experiencing homelessness,** not just moderate-income households.

o   Clear link drawn between **affordable housing investments and wealth-building**, particularly for Black families and seniors.

3. **Public-Private and Local-Level Collaboration**

o   Proposal to **support local nonprofits in acquiring and renovating properties**, especially to create **community-rooted affordable housing options**.

o   Encouragement of **policy reform (e.g., tax policies, zoning laws)** to unlock new funding or reduce structural barriers to development.

❗ **Key Challenges Identified**

1. **Insufficient Supply of Affordable and Supportive Housing**
   - Existing units are **not keeping pace with demand**, particularly for those exiting unsheltered homelessness or needing high-acuity support.
   - Production goals often miss the mark when they **focus on higher-income affordability levels**, which do not serve the chronically unhoused.

2. **Provider Financial Instability**
   - **Operating funds are inadequate**, especially given inflation, rising insurance costs, and the complexity of high-need populations.
   - The prevalence of **short-term contracts** leaves organizations financially vulnerable and unable to plan for long-term staffing or programming.

3. **Limited Access to Capital for Community-Based Organizations**
   - Many local organizations, especially those led by BIPOC leaders, **lack access to acquisition and rehab capital**, despite being well-positioned to serve marginalized communities.

📌 **Recommendations**

1. **Preserve and Expand State and Federal Housing Resources**
   - Advocate for the continuation and strengthening of the **HOME Program, HECM, and other federally funded initiatives** that support housing access, affordability, and homeownership.

2. **Secure Long-Term, Inflation-Adjusted Funding**
   - Push for **multi-year contracts** with annual cost-of-living adjustments to stabilize provider budgets and encourage workforce retention.

3. **Align Housing Production with Homeless System Goals**
   - Ensure **capital investments are tied to homelessness reduction goals**, prioritizing units that serve **unsheltered and extremely low-income individuals** over moderate-income development.

4. **Support Nonprofit-Led Housing Development**
   - Invest in **property acquisition and rehab funds** for nonprofits to create affordable, community-based housing models, especially in BIPOC communities.

5. **Engage in Cross-Sector Policy Advocacy**
   - Collaborate with community leaders and policymakers to push for **zoning, tax, and regulatory reforms** that expand affordable housing and homeownership pathways.

IV. Sources:

1. 2023 Homeless Listening Session
2. 2024 Homeless Initiative Community Listening Campaign - Thematic Report by Earl J. Edwards and Elianny C. Edwards.
3. Black People Experiencing Homelessness - 2023 Update - The Road May Be Long, But the Journey is Just,
4. Blue Ribbon Commission
5. Final Recommendations for Measure A Goals and Target Metrics, Los Angeles County Leadership Table for Regional Homeless Alignment, with support from the National Alliance to End Homelessness and Community Solutions, March 14, 2025
6. L.A. County Alternative to Incarceration Work Group - Final Report - Care First, Jails Last
7. Midpoint Progress report on Leadership table Ad Hoc Subcommittee Work developed by the National Alliance to End Homelessness with Support from Community Solutions - Oct. 2024
8. Skid Row Action Plan, the Change Well Project December 2023