

Plan to Prevent and Combat Homelessness

City of Norwalk



April 2018

Prepared By:



Funding for plan provided by the Los Angeles County Homeless Initiative



About the City of Norwalk Plan to Prevent and Combat Homelessness

On August 15, 2017, the City Council authorized staff to file an application to the County of Los Angeles for a City Planning Grant to develop a City plan to prevent and combat homelessness. The City was awarded the grant in October 2017 to create a homeless plan and in December 2017 approved an agreement with LeSar Development Consultants (LDC) to assist with plan creation. At a January 16, 2018 Council Study Session, staff introduced the plan's purpose and process elements, schedule of meetings, and outreach strategies to gather public input from stakeholders, community members, and city staff throughout the development of the plan.

In January and February 2018, LDC along with the City Social Services Department hosted a series of community meetings with various stakeholders, community members, homeless services providers, residents, Social Services Commission, and city staff to discuss the issues, challenges, concerns, and current conditions contributing to homelessness in Norwalk. The meetings also focused on ways to improve the quality of life for residents, neighborhoods, and the business community and to solicit feedback and develop strategies to solve the problem. LDC facilitated the meetings and collected the pertinent information for the development of the homeless plan. The information gathered at the various meetings formulated the goals and strategies including in the plan and best reflect priorities and needs that align with the strategies adopted by the County of Los Angeles Board of Supervisors and funded by Measure H.

The City of Norwalk Plan to Prevent and Combat Homelessness was presented to the City Council on April 10, 2018 and was unanimously adopted by all Councilmembers including:

Mayor Jennifer Perez

Vice Mayor Margarita Rios

Councilmember Tony Ayala

Councilmember Leonard Shryock

Councilmember Luigi Vernola

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Background and Purpose of Homeless Plan

The City of Norwalk has experienced a significant increase in its total homeless population, from 256 people in 2016 to 469 people in 2017. Although Norwalk saw an increase in the City's sheltered count the majority of the increase was in the unsheltered count that includes those living on the streets, in cars, or other places not meant for human habitation (from 159 in 2016 to 279 in 2017). This increase is similar to the increase in homelessness experienced by neighboring cities in Service Planning Area (SPA) 7, other cities across Los Angeles County, and the entire West Coast. Of those living unsheltered in Norwalk on the night of the 2017 Point In Time (PIT) Count 27% (74 persons) were living outside, 56% (155 persons) were living outside in a tent or other form of makeshift shelter, and 18% (50 persons) were living in a car, RV, or van. Regarding those counted as sheltered, it should be noted that the City of Norwalk does not have a shelter so all sheltered persons on the night of the PIT Count were staying in motels through the provision of vouchers by the County Department of Public Social Services.

At the current time is hard to ascertain "who" is experiencing homelessness within the City limits because of data limitations, however demographic data is available at the SPA level from the 2017 PIT Count which includes surrounding cities. The following data provides a snapshot of who was experiencing homelessness in SPA 7 in 2017:¹

- 76% were unsheltered and living outside while 24% were in some form of temporary shelter accommodations
- 67% were single adults, 14% were families, and 19% were youth and young adults
- 33% were female, 66% were male, and .3% were transgender
- 71% were Hispanic/Latino, 17% were white, 11% were African American, and 1% identified as other
- 5% were age 62 and up, 14% between the ages of 55-61, 52% between the ages of 25-54, 18% between the ages of 18-24, and 11% were under the age of 18
- 3% were United States Veterans
- 18% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 11% had a mental illness, 10% had a substance use disorder, and 1% had HIV/AIDS
- 23% have experienced domestic/intimate partner violence in their lifetime

Because of the vulnerability of the homeless population and the increases in persons experiencing homelessness within the City, the City of Norwalk committed to creating a homeless plan that will guide the City over the course of 3 years with preventing and combatting homelessness.

Specifically, the City of Norwalk decided to create a homeless plan for the following reasons:

¹ Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 7 Fact Sheet

1. To create a City-specific homeless plan that outlines a common vision and strategy for the City to adopt and implement. The City, although a part of the Gateway Cities Council of Governments (GCCOG) which created a homeless plan several years ago, has never had its own homeless plan with key goals developed by the City.
2. To Improve the lives of all City residents including those experiencing homelessness or at risk of homelessness and ensure the use of best practices
3. To address the increase in homeless persons within the City jurisdiction, especially those living unsheltered and decrease the cost to City departments such as Public Services, Public Safety, and Recreation and Parks Services, who are responding to trash, vandalism, calls for service, and encampments.
4. To position itself and align with Los Angeles County Homeless Initiative goals to better take advantage of forthcoming Measure H and other County funding opportunities to address City residents experiencing homelessness.
5. To position itself with forthcoming state funding to increase housing opportunities for those experiencing homelessness within the City
6. To better coordinate housing and services among partners within the City as well as better coordinate housing and services with the broader GCCOG, SPA 7, and County of Los Angeles.

Although the City witnessed an increase in homelessness from 2016 to 2017, the City has been working hard to address the issue. The City includes two key departments that are responsible for addressing the issue; the City Department of Social Services and the City Housing Authority. Although these two departments are primarily tasked with addressing homelessness in the City, many other City departments are severely impacted by homelessness including Public Safety, Public Services, and Recreation and Parks Services. The City also works closely with various non-profits, the faith-based community, schools, business sector, healthcare partners, and advocates to address the issue.

The following table outlines the City's current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability:

Activity	FY 17/18 Funding	Funding Source	Non-Profit Partner	Activity Description
Emergency Assistance Program	\$100,000	Community Development Block Grant (CDBG) and City General Fund	NA	Operated by the City and provides rent arrears, utility assistance, and motel vouchers
Homelessness Prevention and Rapid Re-Housing Program	\$50,000	Former Redevelopment Agency Housing Set-Aside	Kingdom Causes-Bellflower	Provides Rapid Re-Housing program that includes short-medium term rental assistance paired with supportive services
Security Deposit Assistance Program	\$40,000	HOME Investment Partnerships Program	N/A	Provides security deposit assistance up to the \$2,500 for Section 8 voucher holders and homeless referred by Kingdom Causes and The Whole Child
General Homeless Services	\$12,750	City General Fund	The Whole Child (TWC)	Provides homeless services to families with dependent children. Services include community based housing, mental health services, job training, and money management. TWC is the lead agency in Service Planning Area 7 providing services to Homeless Families.
Residential Substance Use Disorder Treatment	\$9,000	CDBG	Little House	Provides residential alcohol and drug treatment services to low-income women
Domestic Violence Shelter and Services	\$7,500	CDBG	Su Casa	Provides shelter for survivors of domestic violence along with services and education
Youth Services	\$9,500	CDBG	Helpline Youth Counseling	Provides an array of services including mental health and substance use counseling, life skills programs, and social services to youth
Legal Services	\$11,000	CDBG	Community Legal Services	Provides legal services including assistance with housing instability issues including unlawful detainers and evictions.
Total FY/18 Funding	\$239,750			

In addition to the activities outlined above the City and its partners are currently providing and participating in the following activities:

- The City provides nearly \$1 million per year in CDBG funds for housing rehabilitation, commercial façade improvements, job training, and other social service programs.
- The Housing Authority administers 705 Housing Choice Vouchers (HCV) yearly to low-income qualifying households
- City staff participate in various community and regional groups on homelessness including the Homeless Issues Roundtable, SPA 7 Los Angeles Homeless Services Authority (LAHSA) Homeless Coalition Meetings, GCCOG Homelessness Committee, and the Local Coordinating Area meeting.
- City staff partner with the Norwalk-La Mirada Unified School District to ensure supports and services are providing to children who are homeless and attending school
- City staff coordinate with the LA County Sheriff's Department on issues related to homelessness
- City staff work with Coordinated Entry System Partners including PATH, who provides street outreach services and is the SPA 7 lead for single adults, the Whole Child who is the family lead, and Jovenes who operate the youth system.
- The Social Services Department operates the Social Services Center and the Senior Center providing an array of activities and services available to all Norwalk residents including those experiencing homelessness.
- The City Department of Public Safety actively responds to requests from the public regarding homeless individuals and quickly goes out and engages individuals and tries to offer services and referrals.
- The Housing Authority Manager chairs the Southern California Association of Housing Authorities' Landlord Outreach Committee and participates in Regional Housing Authorities Homeless Issues Roundtable.

Lastly, it is important to identify existing homeless housing resources within the City. These programs are not included in the table above since the City does not provide direct funding for these programs and rather they are operated using other funding including other local, state, or federal funds. The table below provides an overview of the programs including the type of homeless housing (Emergency Shelter, Transitional Housing, Rapid Re-Housing, or Permanent Supportive Housing), what organization operates the program, the program name, and the total amount of beds at a single point in time. The following information is from the 2017 Los Angeles Homeless Services Authority (LAHSA) Housing Inventory Count (HIC) as reported to the United States Department of Housing and Urban Development (HUD):

Housing Project Type	Organization	Program	Total Number of Beds
Emergency Shelter	Department of Public Social Services	Norwalk Hotel/Motel Vouchers	152
Transitional Housing	Homes for Life Foundation	Cedar Street Homes	38
Permanent Supportive Housing	Alliance for Housing and Healing	CHOISS Program - SPA 7 (b)	22
Permanent Supportive Housing	Homes for Life Foundation	Birch Grove Homes	20
Permanent Supportive Housing	Homes for Life Foundation	Elm Street Expansion	6
Permanent Supportive Housing	Homes for Life Foundation	Elm Street Homes	8
Permanent Supportive Housing	Homes for Life Foundation	Harvest House	6

Homeless Plan Process

The City plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the plan process included multiple input sessions targeted to different stakeholders including the City Council, City Departments, Homeless Services Provider partners including Coordinated Entry System (CES) leads, County departments, and the Los Angeles Homeless Services Agency (LAHSA), the general public including current and formerly homeless individuals via the Social Services Commission meeting, and the faith-based community (See Appendix C. for a list of organizations who provided input to plan). As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input into possible strategies, many of which make up the approved goals and strategies for the City within the plan. For summaries of challenges as well as strategies from each input session see Appendices A and B.

Goals and Supporting Actions

The following includes specific goals along with supporting actions. Each supporting action includes any necessary policy changes, measurement, ownership, leveraged City resources (if applicable), and timeline. The Department of Social Services is responsible for overseeing the goals and actions, reporting progress to City Council, as well as updating or adding new goals and actions over time at the direction of City Council. At minimum the plan will be reviewed on a yearly basis and the Director of Social Services will report plan progress to the City Council periodically throughout each year.

For each identified action, if there is an accompanying County Homeless Initiative Strategy it will be noted in parentheses. In Appendix D there is a summary table that highlights all of the City actions that have an accompanying County strategy and

Appendix E provides descriptions of those County strategies from the County Homeless Initiative Action Plan.

Goal 1: Better Understand the Population and Impacts, and Educate the Community				
Action 1a: Collect data specifically on the City of Norwalk's homeless population and analyze to inform decision making				
Action 1b: Quantify the costs incurred to City departments for managing homelessness				
Action 1c: Provide on-going education to key stakeholders and the public on homelessness in Norwalk, impacts, and best practices for solving the issue				
Action 1d: Ensure the County of Los Angeles provides training to first responders in the City and engage the County for conducting training to other City departments (<i>E4: First Responder Training</i>)				
Action 1e: Create a City policy outlining the City's response to homelessness and commitments to best practices, including Housing First				
Action 1f: Develop Educational Materials or Toolkits To Be Distributed to Community Stakeholders Including Churches on Available Resources				
Action 1g: Place homelessness as a standing quarterly topic on the Social Services Commission and Public Safety Commission meeting agenda to allow the general public, stakeholders, business owners, and those experiencing homelessness to have a voice to share concerns, solutions, and educate others				
Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
There are no associated City policy changes for this goal.	<p>The following are specific measurements to ensure completion for each action:</p> <p>1a: Summary report of City homeless data with analysis</p> <p>1b: Summary report with estimated costs across all City departments</p> <p>1c: At minimum, provide updates to City Council on Plan</p> <p>1d: Completed training to Norwalk first responders</p>	Director of Social Services	City staff time to accomplish goals and actions.	<p>The following are anticipated completed timelines from plan adoption:</p> <p>1a: 6 months 1b: 6 months 1c: Ongoing 1d: 6 months 1e: 9 months 1f: 3 months and ongoing</p>

	1e: Adopted policy by City Council			
	1f: Completed educational materials			
	1g: Homelessness on Social Services Agenda quarterly			

Goal 2: Improve Coordination of Housing and Services Among City and Key Stakeholders

- Action 2a:** Increase coordination among City departments as well as regional outreach partners and the Coordinated Entry System and ensure City staff are educated and trained in using the County Web-Based Communication Platform for outreach requests *(E6: Countywide Outreach System and E7: Strengthen the Coordinated Entry System)*
- Action 2b:** Create a City protocol for addressing encampments that will align with partner protocols such as County Sheriff's Department, the Rail Road, and Caltrans *(E6: Countywide Outreach System and E7: Strengthen the Coordinated Entry System)*
- Action 2c:** Consider allocating a portion of Public Safety staff time towards outreach coordination and services *(E6: Countywide Outreach System and E7: Strengthen the Coordinated Entry System)*
- Action 2d:** Create faith-based homeless committee to ensure coordination and connection with regional faith-based efforts and explore new opportunities for partnerships
- Action 2e:** Increase coordination with local school districts including Cerritos College who may have students experiencing homelessness and/or food insecurity
- Action 2f:** Continue Housing Authority participation in regional coordination of LA County Housing Authorities Homeless Issues Roundtable *(E10: Regional Coordination of Los Angeles County Housing Authorities)*

Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
2b: Will require drafting of new protocol and revising of any existing policies and protocols	The following are specific measurements to ensure completion for each action: 2a: Creation of City Department Committee on Homelessness and completed training on Outreach Web-Based portal 2b: Adopted protocol by City Council	Director of Social Services (2a-2e) Housing Authority Manager (2f)	Staff time to assist with coordination activities and participate in regional meetings Space at City facilities to hold meetings	The following are anticipated completed timelines from plan adoption: 2a: 3 months and ongoing 2b: 6 months 2c: 6 months 2d: 2 months 2e: 3 months and ongoing 2f: Ongoing

	<p>2c: Decision made regarding allocation of staff time to outreach</p> <p>2d: Creation of Committee and first meeting</p> <p>2e: Initial meeting between City and school districts/colleges and ongoing communication</p> <p>2f: Continued attendance</p>			
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Goal 3: Explore the Creation of Immediate Short-Term Solutions				
Action 3a: Increase City coordination with Homelessness Prevention Programs for families and single adults and ensure City funds currently dedicated to prevention are coordinated with CES (<i>A1: Homeless Prevention Program for Families and A5: Homeless Prevention Program for Single Adults</i>)				
Action 3b: Identify underutilized public property/land (City, County, State) that could be used for a year-round Crisis and Bridge Housing Program and explore creation of program (<i>B7: Interim Housing for those Exiting Institutions and E8: Enhance the Emergency Shelter System</i>)				
Action 3c: Engage the County of Los Angeles, neighboring cities, and other stakeholders to provide funding for Crisis and Bridge Housing Program (<i>B7: Interim Housing for those Exiting Institutions and E8: Enhance the Emergency Shelter System</i>)				
Action 3d: Explore the use of City facilities or other community locations to host occasional County Criminal Record Clearing Project events with the Public Defender that assist individuals clear/remove criminal records so as to remove barriers to housing and employment (<i>D6: Criminal Record Clearing Project</i>)				

Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
<p>3a: Direct current prevention funding to align with CES</p> <p>3b: Update any zoning policies to allow shelter depending on site</p>	<p>The following are specific measurements to ensure completion for each action:</p> <p>3a: Alignment of Prevention funding with CES</p> <p>3b: Completed list of all potential property and</p>	<p>Director of Social Services and Housing Authority Manager</p> <p>Planning Manager (3b)</p>	<p>3a: Leverage current prevention funds to coordinate with CES</p> <p>3b: City land as necessary</p>	<p>The following are anticipated completed timelines from plan adoption:</p> <p>3a: 9 months</p> <p>3b: 12 months</p> <p>3c: Dependent on 3b</p> <p>3d: 3 months</p>

	<p>decision on creation of shelter</p> <p>3c: Depending on 3b, executed contract with County for services</p> <p>3d: Agreement with County to provide location for occasional project</p>		<p>3d: Use of City facility space such as Social Services building</p>	
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Goal 4: Develop New Strategies to Increase Income through Employment and Public Benefits Attainment

Action 4a: Explore creation of City Employment Model to provide temporary and permanent jobs (C1: Enhance the CalWORKS Subsidized Employment Program for Homeless Families)

Action 4b: Engage Chamber of Commerce and business community and explore providing incentives to businesses to hire homeless individuals, provide Job Training Programs, or become an employment site through local workforce development and/or CalWORKS programs (C1: Enhance the CalWORKS Subsidized Employment Program for Homeless Families)

Action 4c: Ensure City Departments and other partners are educated on County programs that provide SSI/SSDI/Veterans benefits advocacy and understand referral process (C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness and C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness)

Associated Policy Changes	Measurement	Ownership	Leveraged City Resources	Timeline
There are no associated City policy changes for this goal.	<p>The following are specific measurements to ensure completion for each action:</p> <p>4a: Research other City employment models and make recommendation to City Council</p> <p>4b: Completed discussion with Chamber</p> <p>4c: Completed training with City departments</p>	Director of Social Services	<p>Staff time to assist with coordination activities and participate in meetings as necessary</p> <p>4b: Potential funding for incentive payments</p>	<p>The following are anticipated completed timelines from plan adoption:</p> <p>4a: 18 months</p> <p>4b: 18 months</p> <p>4c: 6 months</p>

Goal 5: Create New Supportive and Affordable Housing Opportunities

Action 5a: Enhance landlord engagement strategies, such as workshops, signing bonuses, and damage mitigation funds *(B4: Facilitate Utilization of Federal Housing Subsidies)*

Action 5b: Explore using current funds for Rapid Re-Housing to partner with County and expand program to serve more households *(B3: Partner with Cities to Expand Rapid Re-Housing)*

Action 5c: Housing Commission to explore prioritizing the use of turnover Housing Choice Vouchers for homeless Individuals and families for Supportive Housing and engage County of Los Angeles for supportive services funding, and consider HAcOLA's Homeless Incentive Program to fund landlord engagement *(B4: Facilitate Utilization of Federal Housing Subsidies, B8: Housing Choice Vouchers for Permanent Supportive Housing, and D7: Provide Services for Supportive Housing)*

Action 5d: Explore sites for the development of supportive and affordable housing that includes City owned property, private property, potential church owned property, and existing hotels/motels that could be acquired and rehabbed *(F6: Using Public Land for Homeless Housing and F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)*

Action 5e: Identify and make available funding for supportive housing and new affordable housing units, such as project-based vouchers, HOME, and Low and Moderate Income Housing Asset Funds *(F6: Using Public Land for Homeless Housing and F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)*

Associated Policy Changes	Measurement	Ownership	Leveraged City Resources	Timeline
<p>5a: Approval of funding for engagement programs</p> <p>5b: Update Housing Authority Administrative Plan</p> <p>5d: Establish policy for the use of the Low and Moderate Income Housing Asset Funds</p>	<p>The following are specific measurements to ensure completion for each action:</p> <p>5a: Executed Landlord Engagement model that includes proposed enhancements</p> <p>5b: City decision to move forward with RRH partnership with County</p> <p>5c: Housing Authority decision on using turnover vouchers</p> <p>5d: Identification of potential property/land</p> <p>5e: City Council decision to use funds</p>	<p>Housing Authority Manager</p> <p>Planning Manager (5d)</p>	<p>5a: City or Housing Authority funds for landlord engagement strategies</p> <p>5b: Turnover Housing Choice Vouchers</p> <p>5d: Housing Choice Vouchers, HOME, and Low and Moderate Income Housing Asset Funds</p>	<p>The following are anticipated completed timelines from plan adoption:</p> <p>5a: 12 months</p> <p>5b: 12 months</p> <p>5c: 18 months and ongoing</p> <p>5d: 24 months</p> <p>5e: 24 months</p>

	for housing development			
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Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

City Council Members	Staff of City Departments	Homeless Services Partners	Faith-Based Community	Social Services Commission and General Public
<ul style="list-style-type: none"> • Blight of the City • Health and safety issues of all citizens • Business concerns with loitering • Ensuring that Norwalk gets a fair share of the Measure H tax that is being generated • Hesitations around Housing First model • Significant impact to City departments that are not necessarily responsible for addressing homelessness • Availability of current housing with low vacancy rates and high rents • Lack of available sites for housing development 	<ul style="list-style-type: none"> • City cannot address homelessness alone. Need regional partners. • Public Safety Department receives between 2,800-3,000 calls per year related to homelessness • Safety issue for staff with cleaning up encampments • Cleanliness and safety within parks • Public Services spends a lot of time on code enforcement issues with homeless individuals on public and private property • All departments are spending an incredible amount of time related to homelessness 	<ul style="list-style-type: none"> • Lack of affordable housing • Not In My Backyard (NIMBY) perspective • Lack of immediate resources such as shelter beds, safe parking zones, tiny homes in the City • Landlords hesitant to accept vouchers • Difficulty with balancing immediate needs of a person vs getting on path to housing through Coordinated Entry • Emphasize the “Human side” of homelessness 	<ul style="list-style-type: none"> • People do not want to accept help and services • Housing is expensive and hard for people who are employed or on limited budgets to afford rent • Churches are doing a lot but efforts are not coordinated • Need places for people to go to immediately while they wait for a permanent unit • Building relationships for people to trust you and accept help takes time • Churches are limited in knowledge of what services are available in the City 	<ul style="list-style-type: none"> • Lack of housing and space to build more • Mental health concerns and resistance to taking medications • People choose to be homeless so it's difficult to help • Drug use and damage to private property • Panhandling and aggressive behavior • People do not want to go to shelters because they have to be sober • Concerns with placing people into housing who have significant issues such as substance use and mental health

Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

City Council Members	Staff of City Departments	Homeless Services Partners	Faith-Based Community	Social Services Commission and General Public
<ul style="list-style-type: none"> • Interested in learning more about Housing First and successful strategies • Create more resources/programs for homeless Veterans • Need enhanced training for first responders and other City staff • Assist families to be self-sufficient • Study/survey the homeless population to identify needs • Need more outreach workers. 	<ul style="list-style-type: none"> • Create buy-in for Housing First approach • Provide incentives for using vacant/underutilized land for development of housing • Better coordination of City departments who are interacting with homeless individuals with County Outreach Teams and Coordinated Entry partners 	<ul style="list-style-type: none"> • Educate community to better understand homelessness and take ownership of problem • Build local political will • Better work with landlords to accept vouchers and other rental assistance • Build Permanent Supportive and Affordable Housing • Look at sites for shelter, safe parking zones, and other temporary programs • Provide more resources for prevention programs 	<ul style="list-style-type: none"> • Coordinate church donations and distribution • Use churches for rotational shelter • Outreach to landlords • Create toolkit and education materials for churches • Build supportive and affordable housing • Use underutilized property for drop-in center/shelter • Create safe parking zones • Workforce training and employment opportunities 	<ul style="list-style-type: none"> • Incentives to landlords to accept vouchers • Incentives to businesses to hire homeless individuals • Create inventory of potential sites for housing development • Build supportive and affordable housing • Public education and engagement • Engage faith-based partners better • Increase outreach workers

Appendix C: List of Participating Partners that Provided Input to Plan

A Community of Friends Church
Cerritos College
City of Artesia
City of Cerritos
Community Chapel World Church
Church of Latter-day Saints
Church of the Nazarene
Office of Congresswomen Linda Sanchez
New Harvest School - FOCIS
Helpline Youth Counseling
Homes for Good Life Foundation
How House
Illumination Foundation
Jovenes Inc.
Kingdom Causes Bellflower
Lakeside Middle School
Community Legal Aid
Little Lake Unified School District
Los Angeles County Department of Mental Health
Los Angeles County Department of Public Social Services
Los Angeles County Public Library
Los Angeles County Sheriff's Department
Los Angeles Homeless Services Authority
Norwalk Community Coordinating Council
Norwalk – La Mirada Unified School District
Norwalk Senior Commission
Norwalk Social Services Commission
Pacific Clinics
PATH
Salvation Army - Bell Shelter
SELACO Workforce Development Board
Soroptimist
Sprit Life Church
Su Casa Ending Domestic Violence
The Whole Child
Whittier First Day

Appendix D: Alignment of Norwalk Plan with County Homeless Plan

The following table provides a summary of the alignment of actions identified in Norwalk plan and strategies within the County Homeless Initiative

City of Norwalk Action	County Homeless Initiative Strategy	Description	County Funded	Measure H Funded
1d	E4	First Responder Training	Yes	No
2a	E6 and E7	Outreach/CES	Yes	Yes
2c	E6 and E7	Outreach/CES	Yes	Yes
2e	E10	Housing Authority Coordination	Yes	No
3a	A1 and A5	Prevention	Yes	Yes
3b	B7 and E8	Crisis/Bridge Housing	Yes	Yes
3c	B7 and E8	Crisis/Bridge Housing	Yes	Yes
3d	D6	Criminal Record Clearing Project	Yes	Yes
4a	C1	Employment	Yes	No
4b	C1	Employment	Yes	No
4c	C4 and C5	SSI/SSDI/VA Benefits	Yes	Yes
5a	B4	Landlord Engagement	Yes	Yes
5b	B3	Rapid Re-Housing	Yes	Yes
5c	B4, B8, and D7	Housing Vouchers for PSH	Yes	Yes (B4 and D7)
5d	F6 and F7	Homeless Housing	Yes	Yes (F7)
5e	F6 and F7	Homeless/Affordable Housing	Yes	Yes (F7)

Appendix E: Contact Information for Information and Homeless Services in Norwalk

<u>Norwalk City Hall</u> 12700 Norwalk Blvd. Norwalk, CA 90650	(562) 929-5700
<u>City of Norwalk - Social Services Center</u> 11929 Alondra Blvd Norwalk, CA 90650	(562) 929-5544
<u>City of Norwalk - Public Safety</u> 12700 Norwalk Blvd. Norwalk, CA 90650	(562) 929-5732
<u>City of Norwalk - Public Services</u> 12650 E. Imperial Hwy. 2nd Floor Norwalk, CA 90650	(562) 929-5511
<u>City of Norwalk – Housing and Neighborhood Development Division</u> 5588 12700 Norwalk Blvd. Room 11 Norwalk, CA 90650	(562) 929-
<u>LAHSA (Los Angeles Homeless Services Authority)</u> Homeless Hotline: www.lahsa.org	(213) 225-6581
<u>PATH (People Assisting the Homeless)</u> Single Adults Norwalk Homeless Outreach-Housing assistance	(562) 373-5264
<u>The Whole Child</u> Families with children under 18 years of age	(562) 204-0640
<u>Jovenes</u> Transitioned-Age Youth 18 - 25 years of age	(323) 260-8035 Ext. 115
<u>211 Resource</u> Central Source for providing information & referrals for all health and human services in LA County	211

Appendix F: Description of County Homeless Initiative Strategies Identified in Norwalk Plan

The following are descriptions of selected County Homeless Initiative strategies that are identified as strategies within Norwalk's Plan. The descriptions are directly from the County Homeless Initiative Action Plan.

Strategy A1: Homeless Prevention Program for Families

Los Angeles County has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of homelessness.

DPSS provides homeless prevention assistance to certain CalWORKs families in the form of eviction prevention, temporary rental subsidies and other financial services, but provides limited case management services and no legal services. First 5 LA funds home visitation programs which could play a role in identifying families who are at risk of homelessness. The County and City of Los Angeles fund the HRSS to expedite the delivery of housing and other supportive services to families experiencing homelessness, but has provided very limited homeless prevention services. The Board recently allocated \$2 million to HFSS for prevention purposes that could be useful to learn from and build upon.

LAHSA should develop, in collaboration with County agencies and family system partners, a comprehensive strategy to effectively identify, assess, and prevent families from becoming homeless, and to divert families in a housing crisis from homelessness. The strategy should consist of a multi-faceted approach to maximize and leverage existing funding and resources, evaluate and potentially modify policies that govern existing prevention resources to allow greater flexibility, prioritize resources for the most vulnerable populations, and create an outreach and engagement strategy to identify access points for families at risk of homelessness. The major areas critical to developing a homeless prevention system in Los Angeles County involve identifying additional and targeting current resources from multiple systems to focus on homeless prevention.

Strategy A5: Homeless Prevention Program for Single Adults

Implement an integrated, comprehensive homeless prevention program to effectively identify, assess, and prevent individuals from becoming homeless, and divert individuals in a housing crisis from homelessness. This strategy will use a multi-faceted approach to maximize and leverage existing funding and resources, and prioritize resources for the most vulnerable populations. This strategy will address rental/housing subsidies, case management and employment services, and legal services.

Strategy B3: Partner with Cities to Expand Rapid Re-Housing

The purpose of rapid re-housing is to help homeless families/individuals/youth with low-to-moderate housing barriers to be quickly re-housed and stabilized in permanent housing. Rapid re-housing connects homeless individuals and families, as well as vulnerable sub-populations such as older adults, to permanent housing through the provision of time-limited financial assistance, case management and targeted supportive services, and housing identification/navigation supports:

- Financial assistance includes short-term and medium-term rental assistance and move-in assistance, such as payment for rental application fees, security deposits, and utility deposits. Financial assistance can come in the form of a full subsidy, covering the full rent for a period of time, or a shallow subsidy, covering a portion of the rent with gradual decreases in the subsidy over time.
- Case management and targeted supportive services can include, but are not limited to: money management; life skills; job training; education; assistance securing/retaining employment; child care and early education; benefits advocacy; legal advice; health; mental health; substance use disorder treatment; community integration; and recreation.
- Housing Identification/navigation supports address barriers for individuals and families to return to housing, which includes identifying a range of safe and affordable rental units, as well as recruiting landlords willing to rent to homeless individuals and families. Landlord incentives can include items such as a repair fund and/or recognition at relevant landlord events. Housing navigation staff should assist clients in housing search, assistance with completing and submitting rental applications, and understanding the terms of the lease.

Rapid re-housing is the most effective and efficient intervention for more than 50 percent of homeless individuals and families based on available data. The success rate for permanent placement is higher and recidivism rates are lower than other forms of housing interventions. However, it is not the best intervention for those who have been chronically homeless and/or face high barriers that impact housing placement, and is not the most effective intervention for all victims of domestic violence, human trafficking victims, and youth.

Rapid re-housing is generally categorized as a short-term housing resource lasting 6-12 months, but in some cases up to 24 months, if steady, but slow improvements are made by recipients in making the transition to self-sufficiency.

Strategy B4: Facilitate Utilization of Federal Housing Subsidies

Federal housing subsidies play a critical role in combatting homelessness; however, the current very low vacancy rate in the rental housing market makes it very difficult for families and individuals with a federal subsidy to secure housing. To mitigate this problem, for two years, the County could provide the following incentives for landlords to accept subsidized tenants:

- **Damage Mitigation/Property Compliance Fund.** This program should be similar to Oregon's Housing Choice Landlord Guarantee Program, which provides financial assistance to landlords to mitigate damage caused by tenants during their occupancy under the HUD Housing Choice Voucher Program, Family Unification Program, and Shelter Plus Care/Continuum. In addition, the program should provide landlords with modest financial assistance to repair and/or modify their property to comply with HUD Quality Housing Standards, if property non-compliance is the only barrier to accepting a subsidized tenant.
- **Vacancy payments to hold units.** Develop a program to provide landlords vacancy payments to hold a rental unit for 1-2 months once a tenant with a subsidy has been accepted by the landlord, while the landlord is going through the HUD approval process. This program is needed on a temporary basis, due to the current, exceptionally low rental housing vacancy rate in Los Angeles County. The County is already implementing such a program under the Department of Health Service's Housing for Health Program and the Veterans Administration Supportive Housing Program.
- **Security Deposit Assistance.** Develop a program to provide security deposit assistance to homeless individuals and families by either covering the amount of the security deposit or having the County guarantee the deposit. The latter could be modeled after Monterey County's Security Deposit Guarantee Program which allows low-income households to spread out the security deposit over a period of time. The County would sign an agreement with the landlord that guarantees them the full amount of the deposit while allowing the tenant to make monthly payments with no interest. If tenant defaults, the County would be responsible for paying the difference owed to the landlord.

Strategy B7: Interim/Bridge Housing for those Exiting Institutions

The following housing types should be available for individuals exiting institutions:

- Shelter beds
- Stabilization beds
- Shared Recovery housing
- Recuperative Care beds
- Board and Care

All of the above housing types are available in most jurisdictions throughout the United States. They are viewed as standards of care for most HUD Continua of Care. Many shelter models are funded by HUD under the McKinney Vento Homeless Assistance Act. Recuperative care is less prevalent; however, in some jurisdictions, health plans and/or hospitals pay for these services privately. Shared Recovery Housing is a SAMHSA evidence-based best practice. None of these programs are billable to regular Medi-Cal, though health plans/providers may be able to use the capitated Medi-Cal funding they receive to pay for bridge housing for their Medi-Cal patients.

There will be a historic opportunity to increase the supply of bridge housing in 2016, when LAHSA will stop funding approximately 2000 transitional housing beds, per direction from the U.S. Department of Housing and Urban Development to shift funding away from transitional housing. LAHSA is currently in discussions with all impacted transitional housing providers regarding potential ways in which their facilities could be re-purposed, which includes the potential utilization of those facilities for bridge housing.

Strategy B8: Housing Choice Vouchers for Permanent Supportive Housing

Chronically homeless adults are the homeless population most in need of permanent supportive housing, which combines a permanent housing subsidy with case management, health, mental health, substance use disorder treatment and other services. The primary source of permanent housing subsidies is HCV (commonly known as Section 8), which are provided by the U.S. Department of Housing and Urban Development (HUD).

Though the number of Housing Choice Vouchers (HCV) has not grown in recent years, some vouchers become available each month through routine turnover, as current Housing Choice Voucher holders relinquish their vouchers. For the Housing Authority of the County of Los Angeles (HACoLA), approximately 700-800 Housing Choice Vouchers turnover each year. As part of their efforts to combat homelessness, various other jurisdictions across the country have dedicated 100% of their turnover HCV vouchers to homeless people or to one or more homeless sub-populations.

Strategy C1: Enhance the CalWORKS Subsidized Employment Program for Homeless Families

This would be an enhancement of the existing DPSS CalWORKs Subsidized Employment Program that would be targeted to CalWORKs families who are homeless/recently homeless/at risk of homelessness. It is recommended that the program be modeled after the Los Angeles Regional Initiative for Social Enterprise (LA: RISE) implemented by LA City in collaboration with the non-profit Roberts Enterprise Development Fund (REDF). The LA: RISE model takes an integrated wraparound approach to job creation and provides hard-to-serve individuals, specifically those with a history of homelessness and/or incarceration, and disconnected youth, with employment, counseling support and training.

This enhancement could be implemented by DPSS as an enhancement of the existing CalWORKs subsidized employment program with the South Bay Workforce Development Board or through an agreement with the Department of Community and Senior Services (CSS) in partnership with the LA City Workforce Development Board (WDB), which has an existing relationship with REDF. In either scenario, the LA: RISE program design and infrastructure could be leveraged and expanded to provide services countywide. The services will be specifically targeted to meet the needs of homeless families. Examples of services include:

- Subsidized employment/bridge jobs provided in a Social Enterprise supportive employment work environment that includes personal supports, case management and job readiness preparation.
- Recruiting and working with employers willing to hire hard-to-serve individuals with nontraditional backgrounds. This will include recruiting and working with small localized (mom and pop) employers.
- Coordinated training provided through DPSS Greater Avenues to Independence (GAIN) Program and Workforce Investment Boards and Social Enterprise Employers on developing skills needed to obtain self-sufficiency.

Additional supports would be provided as needed to help homeless families maintain their subsidized employment, progress into unsubsidized employment, and retain their employment. This includes linkages to the existing Homeless Families Solution System (HFSS). Currently, CalWORKs homeless families are served through the mainstream CalWORKs Transitional Subsidized Employment Program; however, under this proposal, homeless families would instead be served through this specialized program design to meet their unique needs.

Strategy C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness

The recommended countywide Supplemental Security Income (SSI) Advocacy Program would provide assistance to eligible homeless individuals and those at risk of homelessness (including all disabled GR participants) in applying for and obtaining SSI or other related benefits Social Security Disability Insurance (SSDI) and Cash Assistance Program for Immigrants. The Program, modeled after DHS' former Benefits Entitlement Services Team (B.E.S.T), should be overseen by the Los Angeles County Department of Health Services because of its successful management of B.E.S.T. and its achievement of high outcomes and experience with large-scale contracting with homeless services agencies across the county. A Request for Proposals is targeted for release by the end of June, 2016, to secure two or more contractors, who could use subcontractors, as needed, to meet the geographic needs of the County.

Referrals to the Countywide SSI Advocacy Program should be received via a warm hand-off from: (1) existing homeless entry points and systems of care, such as Housing for Health, the Coordinated Entry System (CES), Homeless Families Solutions System (HFSS), and the Single Adult Model (SAM); (2) the County Departments of Public Social Services, Mental Health, Public Health, Military and Veterans Affairs, and Children and Family Services, the Probation Department, and the Sheriff 's Department; and (3) community-based organizations serving individuals who are homeless or at risk of homelessness.

Strategy C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness

The Department of Military and Veterans Affairs will contract for one or more Homeless Veterans Benefits Specialist Resource Teams to provide assistance to eligible homeless veterans in applying for and obtaining income and/or health benefits from the Department of Veterans Affairs. The program will be operated in partnership with community-based organizations to: (1) provide wraparound case management, health, and mental health supports to house enrolled veterans; and (2) acquire VA Service-Connected Compensation or VA Non-Service-Connected Pension benefits. The components of the proposed Veterans Advocacy Program include:

- VA Benefits Specialist Resource Teams serving all Service Planning Area (SPA) of the County.
- Ongoing training and technical assistance for veterans and homeless service agencies, Federally Qualified Health Centers, and County and other public agencies – training and technical assistance will be conducted by a VA Accredited Agent and/or Attorney, and could be from the VA Benefits Specialist Team or through a subcontract to reach government and community organizations and clinicians that serve veterans.
- Provide quality assurance to ensure the submission of high quality Service-Connected/Non-Service-Connected applications

Strategy D6: Criminal Record Clearing Project

There are various barriers that homeless individuals face on a daily basis and one of the hardest barriers to overcome is having a criminal record, which makes it especially difficult to obtain employment and housing, both of which are key to achieving self-sufficiency. In order to reduce this barrier, it is recommended that the PD, in collaboration with the APD, Probation, DPSS; and Sheriff:

- Develop and implement a CRCP, which could include utilization of a contract provider to coordinate the project;
- Ensure that CRCP is leveraged and coordinated with discharge planning protocols (Strategy A2), Jail in Reach (Strategy D2), regional integrated re-entry networks (Strategy D4), and bridge housing for those exiting institutions (Strategy B7) , as well as with DPSS employment programs;
- Develop a comprehensive training curriculum for participating agencies;
- Ensure clients are connected to County Alternative Courts, if eligible; and
- Create a CRCP team consisting of the aforementioned agencies and community based partners that would be responsible for oversight and administration of the CRCP.

Through strategic partnerships and collaborative efforts, the project will aim to identify homeless and formerly homeless job-seekers who have criminal records and connect

them to a legal advocate who will assist them with record clearing and other legal barriers to achieve stable housing and employment. This project could be implemented as a two-year pilot, after which it could be evaluated and a determination could be made as to whether to extend the project based on the results and availability of funding.

Strategy D7: Provide Services for Supportive Housing

Funding for this strategy provides high quality tenant services and, when necessary, a locally-funded rent subsidy for disabled homeless adults and families who need permanent supportive housing. Cities with Public Housing Authorities can work with the County to connect homeless families and individuals, who have a federal housing subsidy and need permanent supportive housing (PSH), to intensive case management services (ICMS).

Strategy E4: First Responder Training

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. LASD and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County, are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

Strategy E6: Countywide Outreach System

There would be at least one team in each Service Planning Area (SPA) of the County and each team should include the following staff: case manager(s), health outreach worker, mental health outreach worker, substance abuse provider, and LA Homeless Services Authority Emergency Response Team personnel. As needed, the teams would include outreach personnel from agencies that specialize in engaging TAY, Veterans, victims of domestic violence (DV) and Families.

The strategy requires a telephone hotline to connect to the street-based team(s) in each SPA with staff trained and well-versed in the services and housing opportunities in their respective SPA/region of the County.

For this strategy to be successful, it is imperative that all street teams operate with the same understanding of what it means to conduct outreach and what it means to engage homeless on the streets or in encampments. Department of Health Services' County+City+Community (C3) project, including a connection to Intensive Case Management Services (ICMS), is an appropriate model to emulate. Additionally, the outreach teams need to be aware of DV protocols and have a relationship with DV service providers.

Strategy E7: Strengthen the Coordinated Entry System

The move toward CES culminated with the implementation of the Federal "Opening Doors" Strategic Plan to prevent and end homelessness, the HEARTH Act, and the requirement that Continuums of Care (CoC) create a coordinated or centralized assessment and housing placement system. This system must be used to prioritize access to housing and services based on service need in order for a CoC to be eligible for federal homeless assistance funding. Coordinated entry is the process through which people experiencing homelessness or at-risk of homelessness can easily access crisis services through multiple, coordinated entry points, have their needs assessed and prioritized consistently, and, based upon those needs, be connected with appropriate housing interventions and supportive services. For special sub-populations, such as victims fleeing domestic violence or human trafficking, or those who are HIV-positive, CES must ensure that data-tracking and matching protocols do not conflict with confidentiality provisions to maintain individual safety and overall well-being.

The County and City of Los Angeles have come a long way in coordinating the delivery of homeless services and housing. Over the last several years, there has been greater service integration and cooperation among County departments, city agencies and community organizations. For example, in early 2013 CES for single adults rolled out in Skid Row and is now operational in all SPAs and coordinates housing and supportive services not only with the County and City of Los Angeles, but with networks of over 100 local housing providers as well. CES could be strengthened through more standardization and an enhanced administrative/technology infrastructure for the coordinated entry systems for single adults and families, as well as the youth system which is currently in pilot. In fiscal year 2014-15, 9,720 individuals were assessed for homeless services and roughly 1,738 were housed.

Strategy E8: Enhance the Emergency Shelter System

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with access to resources and services that will help them exit homelessness quickly – optimally within 30 days.

The emergency shelter system should be enhanced as follows:

- Keep shelters open 24-hours a day/7 days a week. This would enable the shelter system to serve as a staging ground to triage/assess clients for housing, health, mental health, substance use disorder, and social service needs, particularly for outreach and engagement teams.
- Transform emergency shelters and transitional housing into interim/bridge housing from which homeless families/individuals/youth could transition to the best suited form of permanent housing, such as rapid re-housing or permanent supportive housing.
- Housing location search assistance should be provided at each shelter by community-based housing locators, since such assistance is key to ensuring that the shelter system operates as effectively as possible with enough “throughputs” to move people out of the shelter system, thereby creating shelter capacity for additional homeless families/individuals/youth, including individuals and families fleeing domestic violence.
- Establish “low threshold” common criteria for shelter eligibility across the county so that homeless families/individuals/youth can easily enter and remain in shelter without restrictive requirements that either preempt entry into the shelter system or force people to leave before they can transition to permanent housing.
- Fully utilize the shelter bed assignment system in LAHSA’s Homeless Management Information System so that any provider seeking a shelter bed could readily identify any available beds.
- When possible, ensure that there is storage for belongings.
- There needs to be confidentiality for those fleeing domestic violence and others who require it.
- If shelters cannot accommodate pets for homeless individuals and families seeking shelter, have Animal Care and Control make alternative arrangements for pets.

There should also be a “diversion” component that helps at-risk households avoid entering shelter if alternatives can be identified and implemented, e.g. remaining in their current housing and/or placement into stable housing elsewhere, which might include living with family/and or friends.

Strategy E10: Regional Coordination of Los Angeles County Housing Authorities

The Housing Authorities of Los Angeles County (HACoLA) and City (HACLA) have responded to local, state, and federal efforts to end homelessness by engaging in various collaborative activities that have proven to be beneficial to families and individuals in need across the County, such as:

- Partnership with the Los Angeles Homeless Services Authority (LAHSA) and the United Way of Greater Los Angeles to develop and utilize coordinated access systems that match homeless clients with housing resources and supportive services that meet their specific needs.
- Interagency agreements for several housing programs that allow families to locate units in either jurisdiction by eliminating the cumbersome “portability” process.
- Creation of a universal housing assistance application that eliminates the duplicative effort of completing several different applications when applying for multiple housing programs across both Housing Authorities.
- Alignment of policy, where possible, to facilitate a uniform eligibility determination standard across both Housing Authorities.

This history of collaboration between HACoLA and HACLA provides a foundation to institutionalize ongoing collaboration across all public housing authorities in the County with the goal of maximizing the positive impact on homeless families and individuals.

Strategy F6: Using Public Land for Homeless Housing

In Los Angeles County, there are opportunities for using public land for affordable housing on many different types of sites, including vacant publicly owned land, under-utilized sites, parcels where existing public facilities are no longer needed, and as part of the development of new public facilities such as community centers, libraries, fire stations, and police stations. Discounted public land can provide a valuable subsidy to the development of affordable housing, as well as facilitate the development of affordable housing in transit-accessible, amenity-rich locations. The joint development of public facilities and housing properties can lead to infrastructure cost savings, better design, and more accessible public services.

Strategy F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals

This Strategy provides funding to the CDC to finance the development and preservation of homeless housing through CDC's Notice of Funding Availability (NOFA) process. The funding provided for this program is intended to support the development and preservation of homeless housing in areas of the county where there is an urgent need. Certain elements of the program specific to this funding source, such as population targeting, geographic preferences, and local jurisdiction participation, will be developed by the CDC, with guidance from LAHSA's Housing Gap Analysis and stakeholder feedback.