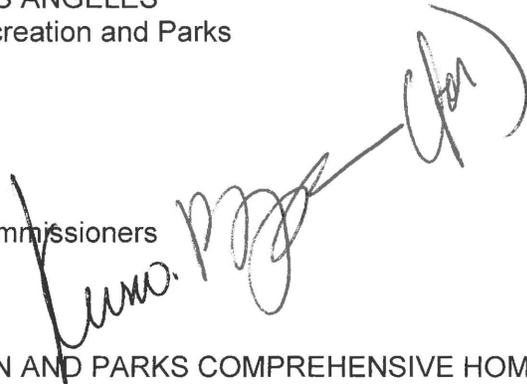


CITY OF LOS ANGELES
Department of Recreation and Parks



TO: Board of Recreation and Park Commissioners
FROM: Michael Shull, General Manager
SUBJECT: DEPARTMENT OF RECREATION AND PARKS COMPREHENSIVE HOMELESS STRATEGY ROADMAP

The City's Comprehensive Homeless Strategy (CHS) has requested that the Department of Recreation and Parks (RAP) participate in ten strategies which are outlined in the attached CHS Implementation Roadmap (Attachment 1). Of the ten strategies, five strategies highlighted in yellow have been marked as high priority. The five high priority strategies are set for implementation during Fiscal Year 2016-17.

Jimmy Kim, RAP Emergency Management Coordinator, has been identified as the Mayor's Homelessness Liaison for RAP pursuant to Mayoral Executive Directive No. 16 (Attachment 2). RAP is the "co-lead" on one of the strategies, and is a collaborating Department on the remaining nine strategies. RAP has worked with the Homeless Strategy Committee (HSC) and the other assigned departments to develop project plans for the following strategies:

6F: Expand Access to Public Restrooms

RAP is the "co-lead" with the Los Angeles Homeless Authority (LAHSA) in this strategic plan. LAHSA will identify homeless density within the City to prioritize the expansion of access to public restrooms. RAP, General Services Department, and Los Angeles Bureau of Sanitation (LASAN) will identify citywide inventory of existing public restroom that can be made available on a 24-hour basis and determine if these sites can provide some or all of the following amenities:

- Drinking fountains
- Trash bins
- Storage lockers
- Sink facilities
- Security and Maintenance needs

Each collaborating department will determine capital and staffing costs associated with both establishing and operating publically owned and service provider facilities. RAP will determine the need for legislative action based on the Los Angeles Municipal Code Section (LAMC) 63.44 from the Board of Commissioners and/or City Council necessary to implement the expanded access to the public restroom program.

3B: Develop Encampment Engagement Protocols

LASAN is the lead department in this strategic plan. LASAN has created Standard Operating Protocols (SOP) to operationalize LAMC 56.11. LAMC 56.11 allows the city

to regulate and impound stored personal property on any street, median strip, public space, ground, building or structure but excludes property under RAP jurisdiction which is governed by LAMC 63.44. RAP is responsible for creating an SOP that will operationalize 63.44.B.26. and 63.44.D.13.

3C: Widen Access to First Responder Teams for Homeless

The Los Angeles Police Department (LAPD) and the Los Angeles Fire Department (LAFD) are “co-leads” in this strategic plan. It calls for the exploration of the incorporation of health care professionals in SMART (System-Wide Mental Assessment Response Teams) which currently pairs police officers with County mental health workers for a more comprehensive response to the needs of the chronically homeless and to develop stronger links to the Coordinated Entry System (CES) case managers. LAPD will create training programs for First Responder Teams that will potentially create meaningful engagement and reduce the potential for conflict. Once these trainings have been developed, RAP Park Ranger Division will received training and implement into field operations.

4A: Strengthen CES Technology, Staffing and Standardization

LAHSA and the HSC are “co-leads” in this strategic plan. It calls for the strengthening of the CES through enhancement to its database and technology, standardization of protocols, and implementation of the CES for single adults and families, as well as the youth system that is currently in the pilot stage. It also calls for the development of tiered access that allows users at agencies and departments participating in the “No Wrong Door” initiative with differing levels of engagement with the homeless and access to best serve the needs of the homeless and connect them into CES. As a participating Department in the “No Wrong Door” initiative, RAP will receive training once developed.

6C: Establish Citywide Mobile Shower and Public Restroom System

LAHSA and the HSC are “co-leads” in this strategic plan. LAHSA with assistance from the Los Angeles Department of Transportation (DOT) and Bureau of Sanitation (BOS) will establish a Citywide Mobile Shower and Public Restroom System to be deployed in areas that have the greatest density for homeless individuals. RAP, LAPD, LAFD, and BOS will coordinate with LAHSA to create bus rotation schedules that align with homeless public area cleaning, as well as the Safe Parking & Shelter Locations.

4B: Strengthen Department Support for Homeless Case Managers

LAHSA and the HSC are “co-leads” in this strategic plan. This strategy calls for all Departments to work with LAHSA to develop and implement plans to support homeless case managers to the extent and nature of the Department’s interaction with homeless families/single adults, and transitional aged youths. As a participating Department in the “No Wrong Door” initiative, RAP will work with LAHSA to determine how best to support case managers within the park system.

4C: Strengthen CES Data Sharing and Tracking

LAHSA and the HSC are “co-leads” in this strategic plan. This strategy calls for the strengthening of CES data and tracking by developing and implementing a citywide plan

to enhance data sharing and tracking across departments. As a participating Department in the “No Wrong Door” initiative, RAP will receive training once developed.

5E: Create Regional Homeless Advisory Council; Joint County-City Implementation Group

LAHSA is the lead department in this part of the strategic plan. This strategy calls for LAHSA to convene a public-private Regional Homelessness Advisory Council to ensure broad-based collective strategic leadership. It also instructs LAHSA to establish an intergovernmental Homeless Strategy Implementation Group jointly with County and City public administrative leaders, to coordinate the ongoing implementation of the homeless strategies. RAP as an actively participating member has designated Jimmy Kim, Emergency Management Coordinator, as the RAP’s representative. Jimmy Kim will ensure that RAP meets the implementation objectives of the homeless strategies identified in CHS implementation roadmap.

9A: Employ Homeless Adults by Supporting Social Enterprise

The Economic and Workforce Development Department (EWDD) is the lead department for this strategic plan. This strategy calls for EWDD to report on specific strategies to promote Social Enterprises/Alternate Staffing Organizations to increase employment opportunities for homeless adults. RAP will work with EWDD to determine how best to support the employment of homeless adults, veterans, and youth.

9B: City Recruitment, Training and Hiring Process for Homeless/Recently Homeless

The Personnel Department and EWDD are “co-leads” in this strategic plan. This strategy calls for the Personal Department and EWDD with assistance from the City Administrative Officer to report on specific strategies promoting targeted recruitment opportunities for the homeless or recently homeless, including job training and outreach. RAP will work with the Personal Department and EWDD to determine how best to support the recruitment, training, and hiring for the homeless, recently homeless, veterans, and youth.

This Report Prepared by Jimmy Kim, Emergency Management Coordinator, Emergency Preparedness Section, Operations Branch

LIST OF ATTACHMENTS

- 1) CHS Implementation Roadmap
- 2) Mayoral Executive Directive No. 16

Department/Agency: Los Angeles Department of Recreation and Parks

Named in Strategies as Lead:

6F	Expand Access to Public Restrooms
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Named in Strategies as Assist:

3B	Develop Encampment Engagement Protocols
3C	Widen Access to First Responder Teams for Homeless
4A	Strengthen CES Technology, Staffing and Standardization
6C	Establish Citywide Mobile Shower and Public Restroom System
4B	Strengthen Departmental Support for Homeless Case Managers
4C	Strengthen CES Data Sharing and Tracking
5E	Create Regional Homelessness Advisory Council; Joint County-City Implementation Group
9A	Employ Homeless Adults by Supporting Social Enterprise
9B	City Recruitment, Training and Hiring Process for Homeless/Recently Homeless

Assisting Agencies/Departments Noted in Strategy Brief:

6F	Los Angeles Homeless Services Authority (LAHSA) (co-lead) Bureau of Sanitation Municipal Facilities Committee General Services Department
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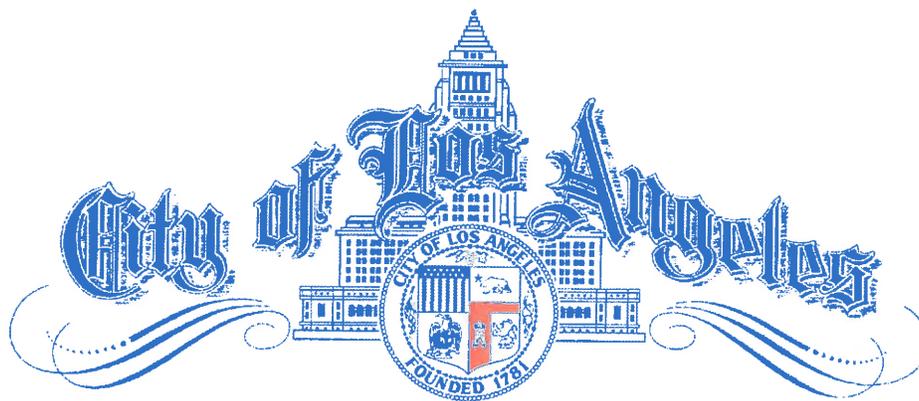
Role/Responsibility:

The Los Angeles Department of Recreation and Parks (RAP) is designated as the lead department/agency for one strategy adopted in the City's Comprehensive Homeless Strategy (CHS); the same strategy has also been prioritized by the City Council for the current fiscal year. As the lead department, it is the responsibility of RAP to ensure constant communication between itself and any departments assisting in the implementation of assigned strategies. It will be incumbent upon RAP to hold assisting departments and agencies accountable for the roles they have been designated to play in bringing an end to homelessness.

City Council has identified strategies **marked in yellow** as requiring first priority for implementation.

Additional Points of Contact/SMEs

The CAO budget analyst for RAP is Jay Shin (jay.shin@lacity.org). Please feel free to engage Jay or Leah Chu (lea.chu@lacity.org), in addition to Geoff Thompson (geoff.thompson@lacity.org) regarding any questions, concerns, or support you need as we begin implementing these strategies.



ERIC GARCETTI
MAYOR

EXECUTIVE DIRECTIVE NO. 16

Issue Date: April 29, 2016

Subject: Implementation of the Comprehensive Homeless Strategy

The City of Los Angeles and the County of Los Angeles undertook an historic joint effort to address homelessness regionally when the Board of Supervisors approved the County's Recommended Strategies to Combat Homelessness on February 9, 2016, and I approved the City's Comprehensive Homeless Strategy on February 10, 2016. This effort emerged out of a joint planning process that engaged local, regional, and national stakeholders, and that included the voices of residents experiencing homelessness.

The City's Comprehensive Homeless Strategy report presents sixty-four strategy briefs that align with my three-pillar approach: house those who are currently homeless; prevent residents who have homes from falling into homelessness; and implement a street-based plan that protects public health and public safety along with the civil rights of people experiencing homelessness. The report will guide us through this current crisis and after.

The Comprehensive Homeless Strategy incorporates national best practices including a *coordinated entry system* to navigate people from the streets into housing; a *housing-first approach* to prioritize placement in permanent housing as a primary solution; and the *decriminalization* of homelessness. These practices are evidence-based and have contributed to ending homelessness among high-need subpopulations including persons with substance-abuse and other mental disorders, veterans, persons in the criminal-justice system, and persons experiencing chronic homelessness.

The City expects to implement the Comprehensive Homeless Strategy over ten years at an estimated cost of \$1.87 billion; this funding is intended to leverage additional county, state, and federal funding resources. The City will implement the strategy briefs in the

report equitably across all communities and in proportion to the number of local homeless residents documented in the annual Homeless Count.

Our City is in an unprecedented moment of transformational change. We must employ all City resources and deploy them strategically to accomplish our goal of ending chronic homelessness.

Early in my Administration, I convened a Homelessness Cabinet that included representatives of various City Departments and City Councilmembers' Offices. As part of the Comprehensive Homeless Strategy, we have also formed a Homeless Strategy Committee, which is working to address the important strategy briefs in the Comprehensive Homeless Strategy report. Now it is time to establish with the force of law an official Mayor's Homelessness Cabinet to enlist every City Department into the fight against homelessness and to provide for full accountability for the effective implementation of the Comprehensive Homeless Strategy. This will ensure that there will be "no wrong door" for a homeless person to connect to services regardless of which Department's door the person enters.

Accordingly, I hereby order the following:

- Each General Manager or Head of Department/Office shall designate a senior manager as the Mayor's Homelessness Liaison for the Department/Office, and shall notify my Homelessness Policy Director of that person's name and contact information (including when there is a subsequent personnel change or change to that person's contact information).
- I hereby create the Mayor's Homelessness Cabinet, which my Homelessness Policy Director shall chair, and which shall include the departmental Mayor's Homelessness Liaisons as well as members from and designated by my Office. Each General Manager or Head of Department/Office shall ensure departmental Mayor's Homelessness Liaison representation at regular Mayor's Homelessness Cabinet meetings when called by my Homelessness Policy Director.
- The Mayor's Homelessness Cabinet shall:
 - have primary responsibility for implementing the City's "No Wrong Door" policy, adopted as a Guiding Principle for the City's Comprehensive Homeless Strategy, across all City agencies;
 - ensure that City agencies are empowered to increase awareness of and access to resources that connect homeless constituents to housing and services, and that the agencies are accountable for doing so;
 - host a peer learning environment to inform and share best practices on addressing the needs of homeless residents who engage City services;

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- create and operationalize an online staff training program to build a uniform customer-service approach to engage homeless residents;
 - develop a data-sharing agreement and a data-collection process to track departmental engagement with homeless residents;
 - design and coordinate a public online dashboard that regularly publishes metrics and indicators related to homelessness, including, in particular, metrics and indicators related to the City's implementation of the Comprehensive Homeless Strategy; and
 - take appropriate actions to implement the Comprehensive Homeless Strategy pursuant to its Guiding Principles and to address homelessness as future needs dictate.
- By June 30, 2016, each General Manager or Head of Department/Office shall submit to my Homelessness Policy Director a Homelessness Strategy Action Plan to implement the Comprehensive Homeless Strategy and to address the needs of homeless residents in the new fiscal year. Beginning in 2017, each General Manager or Head of Department/Office shall submit to my Office an updated Homelessness Strategy Action Plan as part of the Annual General Manager Review process.

Executed this 29th day of April 2016.



ERIC GARCETTI
Mayor