



BREAKOUT SESSION

Housing & Land Use

Strategies:

- **B3** – Partner with Cities to Expand Rapid Re-Housing (Health Services & Los Angeles Homeless Services Authority)
- **B4** – Facilitate Utilization of Federal Housing Subsidies (Housing Authority of County of Los Angeles)
- **B8** – Housing Choice Vouchers for Permanent Supportive Housing (HACoLA)
- **D7** – Provide services and rental subsidies for Permanent Supportive Housing (Health Agency)
- **F1** – Promote Regional SB2 Compliance & Implementation (Regional Planning and CSH)
- **F2** – Linkage Fee Nexus Study (Regional Planning)
- **F4** – Development of Second Dwelling Units Pilot Program (Regional Planning)
- **F5** – Incentive Zoning/Value Capture Strategies (Regional Planning)
- **F7** – Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals (HACoLA)



STRATEGY B3

PARTNER WITH CITIES TO EXPAND RAPID RE-HOUSING

LEAD AGENCY: Department of Health Services (DHS) / LAHSA

DESCRIPTION:

Rapid re-housing programs target people experiencing homelessness or those imminently at risk of homelessness who have low to moderate barriers to maintaining permanent housing. These programs connect homeless families and individuals to permanent housing through the provision of time-limited financial assistance, targeted supportive services, and case management. DHS and LAHSA are partnering with cities to expand the availability of rapid re-housing.

POTENTIAL OPPORTUNITIES:

- **REFERRALS:** City staff can identify homeless families/youth/adults who would be good candidates for rapid re-housing and refer them to the local rapid re-housing provider.
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STRATEGY B3 (cont.)

PARTNER WITH CITIES TO EXPAND RAPID RE-HOUSING

- **POTENTIAL OPPORTUNITIES:**

Cities contribute \$500/month per family/individual, which is approximately 50% of the actual rent subsidy cost.

The framework of this strategy includes:

- The County will fund the remainder of the rental subsidy and the full cost of support services.
- Cities pay up to 9 months of the rental subsidy for each family/individual.
- The County will cover all the costs after 9 months.
- City staff can identify homeless families/youth/adults who would be good candidates for rapid re-housing and refer them to the local Rapid Re-Housing provider.

Cities can also assist in identifying rental units and encouraging landlords to make rental units available for Rapid Re-Housing.



STRATEGY B4

FACILITATE UTILIZATION OF FEDERAL HOUSING SUBSIDIES

LEAD AGENCY: Housing Authority of the County of Los Angeles (HACoLA)

DESCRIPTION:

HACoLA has developed the Homeless Incentive Program (HIP) to encourage landlord acceptance of subsidized tenants with a Housing and Urban Development (HUD) voucher issued by HACoLA.

The HIP provides the following services:

- Damage Mitigation/Property Compliance Fund
 - Vacancy payments to hold units
 - Security Deposit Assistance
 - Housing Counseling and Retention Services
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FACILITATE UTILIZATION OF FEDERAL HOUSING SUBSIDIES

POTENTIAL OPPORTUNITIES:

- **FUNDING:** Cities with their own Public Housing Authorities can contract with HACoLA to implement the Homeless Incentive Program (HIP) and receive \$3,500 for each homeless family/individual provided with a federal housing subsidy for permanent supportive housing.
- **OTHER:** Cities could assist in identifying rental units and encouraging landlords to make rental units available to tenants with subsidies.



STRATEGY B8

HOUSING CHOICE VOUCHERS FOR PERMANENT SUPPORTIVE HOUSING

LEAD AGENCY: Housing Authority of the County of Los Angeles (HACoLA)

DESCRIPTION:

This strategy commits 50% of turnover Housing Choice Vouchers administered by HACoLA to permanent supportive housing for chronically homeless individuals.



HOUSING CHOICE VOUCHERS FOR PERMANENT SUPPORTIVE HOUSING

- **POTENTIAL OPPORTUNITIES:**

Cities operating a Public Housing Authority (PHA) could commit a percentage of turnover Section 8 vouchers for permanent supportive housing for chronically homeless individuals.

All PHAs which commit Section 8 vouchers can access the Homeless Incentive Program (HIP) funded through Strategy B4.

This program offers services to landlords such as:

- Damage Mitigation/Property Compliance Fund
- Vacancy payments to hold units
- Security Deposit Assistance
- Housing Counseling and Retention Services



STRATEGY D7

PROVIDE SERVICES FOR PERMANENT SUPPORTIVE HOUSING

LEAD AGENCY: DHS / Department of Mental Health (DMH) / Department of Public Health (DPH)

DESCRIPTION:

Funding for this strategy provides high quality tenant services and, when necessary, a locally-funded rent subsidy for homeless adults and families who need permanent supportive housing.



STRATEGY D7 (cont.)

PROVIDE SERVICES FOR PERMANENT SUPPORTIVE HOUSING

POTENTIAL OPPORTUNITIES:

- **SERVICES:** 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).
- **OTHER:** Cities can collaborate in siting permanent supportive housing complexes and identify current housing units that could be used for PSH. For current units, cities can work with LAHSA-funded Housing Locators to foster relationships with property owners/managers and increase the number of landlords willing to rent to program participants, thus increasing the number of permanent supportive housing units.



STRATEGY F1

PROMOTE REGIONAL SB2 COMPLIANCE AND IMPLEMENTATION

LEAD AGENCY: Department of Regional Planning (DRP)

DESCRIPTION:

SB2 requires that each City and County:

- Identify at least one zone where emergency shelters are permitted by right.
- Demonstrate by right capacity to address the unmet need for shelter.
- Treat transitional and supportive housing as a residential use of property, subject only to restrictions that apply to other residential dwellings of the same type in the same zone.



PROMOTE REGIONAL SB2 COMPLIANCE AND IMPLEMENTATION

- SB2 compliance is a key strategy in housing homeless individuals and families. Additionally, compliance ensures that cities are eligible for certain state and federal funds, and it prevents litigation.
- The code amendments needed for compliance with SB2 are not typically onerous. Most of the work involves revising code text.
- Support the development of emergency shelters, and transitional and supportive housing.

Public Counsel has completed a *Best Practices Guide*, which is available to cities to help facilitate compliance. The Guide will be available on the Homeless Initiative website.



LINKAGE FEE NEXUS STUDY

LEAD AGENCY: DRP

DESCRIPTION:

The Department of Regional Planning is conducting a nexus study for the development of an Affordable Housing Benefit Fee program that would contribute to County affordable housing programs, including bridge housing, rapid re-housing, and permanent supportive housing, in the unincorporated areas.



LINKAGE FEE NEXUS STUDY

POTENTIAL OPPORTUNITIES:

Cities may consider establishing a linkage fee on development for affordable housing, which establishes the nexus between new development, jobs growth, and the increased demand for affordable housing. A critical first step is to complete a nexus study, which analyzes anticipated new development, estimates expenditures of new residents or new employees, and the Affordability Gap (i.e. the net cost to build new housing to serve new employees). Cities can work together to share information on nexus studies, as well as ideas and approaches for implementation.



DEVELOPMENT OF SECOND DWELING UNITS PILOT PROGRAM

LEAD AGENCY: DRP

DESCRIPTION:

The Department of Regional Planning, Community Development Commission, and the Arts Commission are piloting a program to incentivize the production of second dwelling units.

Key components of the pilot include:

- 1) modification of the County's second dwelling units ordinance to facilitate new second dwelling units in the unincorporated areas;
- 2) financing and construction of new second dwelling units;
- 3) the remodeling and legalization of existing unpermitted second units; and
- 4) the promotion of second units with a design competition and exhibition.



DEVELOPMENT OF SECOND DWELLING UNITS PILOT PROGRAM

POTENTIAL OPPORTUNITIES: AB 1866 (2002), AB2299 (2016), and SB 1069 (2016) preclude cities from requiring discretionary actions in approving second dwelling units on single-family lots. Cities can develop local ordinances to promote the development or preservation of second dwelling units, which could be specifically tied to subsidized and/or homeless housing. Strategies could include:

- Expedite the review and approval processes to facilitate the development of second units on single-family lots.
- Provide incentives to assist homeowners in constructing new or preserving existing unpermitted second units in exchange for long-term affordability covenants or requiring the acceptance of Section 8 vouchers.

The Department of Regional Planning is working with the Los Angeles Arts Commission to hold an accessory dwelling units (ADU) design competition. Details about the competition can be shared with interested cities.



STRATEGY F5

INCENTIVE ZONING/VALUE CAPTURE STRATEGIES

LEAD AGENCY: DRP

DESCRIPTION:

The Department of Regional Planning is conducting a study to assess the feasibility of implementing various Incentive Zoning/Value Capture strategies. These strategies seek to redirect some of the increases in land values for public good, including the development of affordable/homeless housing. Such funding could be used for a range of specific uses.



INCENTIVE ZONING/VALUE CAPTURE STRATEGIES

POTENTIAL OPPORTUNITIES:

As land use and zoning strategies are local, cities can create various strategies to preserve and create affordable homeless housing within their jurisdictions. Cities can employ value capture strategies and incentive zoning, such as density bonuses, to direct or secure increases in land value to a public good, such as affordable housing.

For example, the Los Angeles County Department of Regional Planning is currently updating its Density Bonus Ordinance with key provisions that will further facilitate the development of permanent supportive housing. The update will allow for developments with 100% affordable units to be permitted by right in commercial zones. Cities can work together to share ideas and approaches for implementing these strategies.



STRATEGY F7

PRESERVE AND PROMOTE THE DEVELOPMENT OF AFFORDABLE HOUSING FOR HOMELESS FAMILIES AND INDIVIDUALS

LEAD AGENCY: CDC

DESCRIPTION:

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.



PRESERVE AND PROMOTE THE DEVELOPMENT OF AFFORDABLE HOUSING FOR HOMELESS FAMILIES AND INDIVIDUALS

POTENTIAL OPPORTUNITIES

- **FUNDING:** Cities can partner with housing developers to pursue funding under this strategy for the development of homeless housing on city land.
- Cities can be supportive of homeless housing projects within their jurisdiction that are funded through the Notice of Funding Availability.



STRATEGY F7 (ONE-TIME)

HOUSING INNOVATION FUND

LEAD AGENCY: CEO

DESCRIPTION:

Funding for the one-time Housing Innovation Program will support the development of innovative homeless housing that is built in a cost-effective and expeditious manner.

POTENTIAL OPPORTUNITIES:

- **FUNDING:** Cities can apply for grant funding from the Housing Innovation Fund. A forthcoming solicitation will seek proposals that exhibit creative ways to develop homeless housing in a more expeditious and/or cost effective manner.
 - Cities can provide city-owned land for the development of housing funded through the Housing Innovation Fund.
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BREAKOUT SESSION

Public Safety & Criminal Justice

Strategies:

- **D2** – Jail In-Reach (Health Services & Sheriff)
- **D4** – Regional Integrated Re-entry Network (Health Services)
- **D6** – Criminal Record Clearing Project (Public Defender)
- **E4** – First Responders Training (Sheriff)
- **E5** – Decriminalization Policy (Sheriff)



STRATEGY D2

JAIL IN-REACH

LEAD AGENCY: SHERIFF / DHS

DESCRIPTION:

Jail In-Reach (JIR) links homeless incarcerated individuals to supportive services from the beginning of incarceration. The Sheriff's Department and the Department of Health Services work with four community-based organizations and offer JIR services to homeless individuals incarcerated at the following Los Angeles County jails: Twin Towers, Men's Central Jail, Century Regional Detention Facility, and Pitchess Detention Center.

Clients are assessed with the VI-SPDAT tool and entered into the Coordinated Entry System (CES) for housing prioritization and potential matching. D2 staff also connect clients to shelter beds upon release. A portion of clients are also provided ongoing case management, linkage to services, and follow up in the community after release.



STRATEGY D2 (cont.)

JAIL IN-REACH

POTENTIAL OPPORTUNITY:

REFERRALS: If an inmate at a city jail is being transferred to the Los Angeles County Jail Inmate Reception Center, and the individual is known to be homeless, his or her case can be flagged so that upon arrival the individual can be offered services through the Jail In-Reach program.



STRATEGY D4

REGIONAL INTEGRATED RE-ENTRY NETWORKS

LEAD AGENCY: DHS

DESCRIPTION:

The goal of this strategy is to incorporate services addressing the needs of homeless individuals within the network of healthcare clinics and other agencies being developed to serve individuals returning to the community from jails and prisons. This strategy is not yet implemented, as the network is still under development. Specific aims are to:

- Include high quality homeless service providers with expertise in engagement, housing placement and maintaining housing stability;
- Integrate the role of probation officers and others who may be in charge of community supervision of individuals using reentry network services;
- Develop the technical and cultural expertise to work with homeless justice-involved clients and support other providers in their regions who might benefit from assistance in managing these individuals.



STRATEGY D4 (cont.)

REGIONAL INTEGRATED RE-ENTRY NETWORKS

POTENTIAL OPPORTUNITIES:

▪ SERVICES:

Plans include contracting with agencies with homeless services expertise to provide housing navigators/homeless case managers that will serve as resources to clinics and other organizations serving homeless individuals returning to the community from jail or prison. In addition, training will be provided to Reentry Healthcare Network clinic staff and Probation staff to improve cultural competence, skills and resource knowledge in providing services to the homeless individuals returning to the community from jail or prison.

▪ REFERRALS:

Cities will be able to refer justice-involved individuals who are experiencing homelessness to clinics and agencies participating in the network, and to the housing navigators/homeless case managers.



STRATEGY D6

CRIMINAL RECORD CLEARING PROJECT

LEAD AGENCY: Public Defender

DESCRIPTION:

This strategy expands access to criminal record clearing and removes barriers to housing and employment for homeless individuals who have criminal records. The Public Defender will deploy mobile offices that provide record clearing services.

Criminal Record Clearing Project clinics are conducted at County facilities, community-based organizations, city facilities, and faith-based organizations. In addition to having misdemeanor and felony records cleared or reduced, participants will be connected to a case manager and support services as needed.



STRATEGY D6 (cont.)

CRIMINAL RECORD CLEARING PROJECT

POTENTIAL OPPORTUNITY:

SERVICES: Cities can host a Criminal Record Clearing Project clinic at a public facility with ample space. The main service is the clearing/reducing of misdemeanor and felony records. The service will also provide assistance in resolving warrants. Community Based Organizations (CBO) and government providers will be invited so that service connections can be made on the spot. Services will include the entire homeless services continuum, including housing placements.



STRATEGY E4

FIRST RESPONDERS TRAINING

LEAD AGENCY: SHERIFF

DESCRIPTION:

First responders training is currently being provided to all Sheriff Department field personnel.

The focus of the training is to instruct field personnel on methods for engaging with street homeless and those in encampments, including :

- How to refer individuals and families to services and shelter options;
 - Understanding that homeless persons have the right to be in a public park and other public facilities; and
 - A list of basic questions to ask homeless persons to help assist that individual.
- **POTENTIAL OPPORTUNITY:** Cities with law enforcement agencies can implement the First Responders Training curriculum in their city.



STRATEGY E5

DECRIMINALIZATION POLICY

LEAD AGENCY: SHERIFF

DESCRIPTION:

The Sheriff's decriminalization policy is founded and based on the fact that homelessness is not a crime. The policy sets forth the practice of not citing and/or arresting homeless persons on the streets for quality of life infractions. Instead, field personnel are instructed to provide assistance to homeless persons they encounter on the streets, in encampments, and at public facilities such as parks and libraries.

NOTE: The policy does not prevent field deputies from making arrests in cases where there are no other options (e.g. violent crimes).

POTENTIAL OPPORTUNITY: Cities with local law enforcement agencies can adopt a Decriminalization Policy in their city modeled on the Sheriff's Decriminalization Policy.



BREAKOUT SESSION

Outreach, Health & Social Services

Strategies:

- **A1** – Homeless Prevention Program for Families (Los Angeles Homeless Services Authority)
- **A5** – Homeless Prevention Program for Adults (LAHSA)
- **B7** – Interim/Bridge Housing for Those Exiting Institutions (LAHSA & Health Services)
- **E8** – Enhance the Emergency Shelter System (LAHSA & Health Services)
- **C4-C5-C6** – Countywide Supplemental Security and Social Security Disability Income and Veterans Benefits Advocacy (Health Services)
- **E6** – Countywide Outreach System (Health Services, Mental Health and LAHSA)
- **E7** – Strengthen the CES (LAHSA)



STRATEGY A1

HOMELESS PREVENTION PROGRAM FOR FAMILIES

LEAD AGENCY: Los Angeles Homeless Services Authority (LAHSA)

DESCRIPTION:

An integrated, comprehensive homeless prevention program to effectively identify, assess, and prevent families from becoming homeless, and divert families in a housing crisis from homelessness.

This strategy uses a multi-faceted approach to maximize and leverage existing funding and resources, and prioritize resources for the most vulnerable populations.

This strategy addresses rental/housing subsidies, case management and employment services, and legal services.



HOMELESS PREVENTION PROGRAM FOR FAMILIES

POTENTIAL OPPORTUNITIES:

- **SERVICES:** Family Solution Centers (FSC) may have the ability to co-locate one of their intake personnel at a city site; reserved for sites that have a high inflow of homeless clients.
- **REFERRALS:** If a city employee, through their regular work duties, comes into contact with a family that is about to lose their housing, they can make a referral to the Coordinated Entry System (CES) for a Families contact in their respective SPA.
- If cities have specific programs that they'd like to integrate into the FSC in their region, LAHSA can work with that city and FSC to identify how to integrate services for the clients in the system.



STRATEGY A5

HOMELESS PREVENTION PROGRAM FOR INDIVIDUALS

LEAD AGENCY: LAHSA

DESCRIPTION:

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.

POTENTIAL OPPORTUNITIES:

- **REFERRALS:** If a city employee, through their regular work duties, comes into contact with individuals who are about to lose their housing, they can make a referral to the CES in their SPA.



STRATEGY B7

INTERIM/BRIDGE HOUSING FOR THOSE EXITING INSTITUTIONS

LEAD AGENCY: LAHSA / DHS

DESCRIPTION:

Strategy B7 increases the interim/bridge housing stock across the County. B7 beds house individuals exiting institutions, including hospitals (public and private), residential mental health facilities, urgent care centers, jails and custody settings.

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

- Shelter
- Stabilization Housing
- Shared Recovery Housing
- Recuperative Care
- Community-based Residential Care for disabled individuals



STRATEGY B7 (cont.)

INTERIM/BRIDGE HOUSING FOR THOSE EXITING INSTITUTIONS

POTENTIAL OPPORTUNITIES:

- **FUNDING:** If a city runs a shelter, or develops a new shelter, the city can apply for funding and use all or a portion of the beds for interim/bridge housing. B7 beds serve persons exiting jails, public and private hospitals, foster care, the probation system, and mental health facilities.
- **SERVICES:** Can be provided at the city's facilities if that city is operating a shelter/bridge housing facility.
- **REFERRALS:** Cities that operate jails or hospitals can refer clients to bridge housing.



STRATEGY E8

ENHANCE THE EMERGENCY SHELTER SYSTEM

LEAD AGENCY: LAHSA

DESCRIPTION:

Various enhancements to the emergency shelter system that include, but are not limited to:

- Facilities that operate 24 hours a day;
 - Accessibility for people under the influence of substances or experiencing a mental health crisis;
 - Availability to partners and pets;
 - Storage for belongings;
 - Confidentiality for those fleeing domestic violence and others who require it; and,
 - Increase in the amount of interim housing including stabilization beds and recuperative care.
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STRATEGY E8 (cont.)

ENHANCE THE EMERGENCY SHELTER SYSTEM

POTENTIAL OPPORTUNITIES:

- **FUNDING:** Cities can access funding for the acquisition or rehabilitation of buildings for conversion to shelter facilities. Cities can access funding to increase the capacity of existing shelters or to operate new City shelters.
- **SERVICES:** If cities have shelters, a range of services can be provided on site.
- **REFERRALS:** Cities can refer homeless families and individuals to the shelters or to the pick-up points for free transportation to the shelters.
- **OTHER OPPORTUNITIES:**
 - If cities have shelters, they can establish a seamless connection and transition to the Rapid Re-Housing System.
 - Identify motels willing to take vouchers in their cities so that homeless families do not have to leave their own community.
 - Establish a Safe Parking Program that allows for overnight parking at pre-determined locations for homeless families and individuals who dwell in their vehicles as a form of shelter.
 - Include information on homeless services on city websites.



STRATEGIES C4- C5- C6

COUNTYWIDE SUPPLEMENTAL SECURITY/SOCIAL SECURITY DISABILITY INCOME AND VETERANS BENEFITS ADVOCACY

LEAD AGENCY: DHS

DESCRIPTION:

This strategy provides Supplemental Security Income and Veterans Benefits Advocacy for disabled individuals who are homeless or at risk of homelessness. Services include support with developing and filing high quality benefits applications, securing medical records, coordinating housing and other needed services.



COUNTYWIDE SUPPLEMENTAL SECURITY/SOCIAL SECURITY DISABILITY INCOME AND VETERANS BENEFITS ADVOCACY

POTENTIAL OPPORTUNITIES:

- **SERVICES:** Countywide Benefits Entitlement Services Teams (CBEST) are available in the community to serve homeless individuals. It is possible that CBEST can provide targeted outreach at city facilities.
- **REFERRALS:** City staff who identify disabled homeless individuals in need of benefits advocacy could submit a referral to the designated CBEST agency for the SPA.



STRATEGY E6

EXPAND COUNTYWIDE OUTREACH SYSTEM

LEAD AGENCY: Health Services, Mental Health and LAHSA

DESCRIPTION:

This strategy serves to coordinate the Countywide Outreach System by ensuring that E6 outreach teams, generalist and multidisciplinary teams, as well as existing community-based organization teams, are deployed in a coordinated, strategic, and effective manner.

To accomplish the coordination, LAHSA has hired a Countywide outreach coordinator who works with newly hired regional/SPA coordinators housed at the CES lead agency within each SPA. In addition, a web-based 2-1-1 communication platform is currently being developed as a tool to report homeless individuals on the street and in encampments. Reports submitted via the platform will be automatically routed to the Countywide coordinator and the appropriate SPA coordinator so that a team can be sent to the location.

EXPAND COUNTYWIDE OUTREACH SYSTEM

DESCRIPTION (cont.):

The Countywide network of outreach teams will engage and connect, or reconnect, homeless individuals to interim and/or permanent housing and supportive services.

The outreach teams include the following staff:

- CES/Initial Case Management
 - Health
 - Mental Health
 - Substance Abuse
 - A generalist outreach worker
 - A peer outreach worker with Lived Experience
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STRATEGY E6 (cont.)

EXPAND COUNTYWIDE OUTREACH SYSTEM

POTENTIAL OPPORTUNITIES:

- **FUNDING:** The Board of Supervisors approved \$1 Million of AB109 funding per year for three years to be used to support local law enforcement homeless outreach services teams. This funding will be administered by the LA County Police Chiefs' Association.
- **SERVICES:** This strategy increases the number of outreach teams as well as creates Multidisciplinary Teams. These teams conduct outreach in cities across the County. The teams work closely with local CES lead agencies in each SPA as well as local community-based organizations.
- **REFERRALS:** Cities can make referrals/requests for outreach services using the E6 web-based Communication Platform, which is currently being developed.
- Local law enforcement agencies can assist by reporting locations of homeless encampments and street homeless and partnering with local outreach teams.



STRATEGY E7

STRENGTHEN THE COORDINATED ENTRY SYSTEM

LEAD AGENCY: LAHSA

DESCRIPTION:

CES is a no-wrong door, countywide system that engages and connects homeless families and individuals to the optimal resources for their housing needs. Funding for this strategy strengthens the Coordinated Entry System by supporting:

- Housing Navigators
- Housing Locators
- Regional Liaisons for Domestic Violence / Intimate Partner Violence
- Legal Services for persons experiencing homelessness
- Representative Payee services for persons experiencing homelessness
- Capacity building for the CES providers to improve the regional coordination of the Single Adults, Families and Youth Coordinated Entry Systems
- Training Academy/Training for community-based homeless providers



STRATEGY E7 (cont.)

STRENGTHEN THE COORDINATED ENTRY SYSTEM

POTENTIAL OPPORTUNITIES:

- **REFERRALS:** Cities can refer homeless residents for legal services and representative payee services.
- Cities can collaborate with CES' Regional Coordinators in each SPA to strengthen coordination of homeless services.

Cities can collaborate with Housing Locators to foster development of relationships with property owners/managers and increase the number of landlords willing to rent to homeless families/youth/adults with an ongoing or time-limited rental subsidy.