



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;

- 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