



# Our Mission

At Change Well, we support the transformation of social service programs into equitable, interconnected ecosystems of healing that are directly informed by the needs and experiences of vulnerable individuals and families.

# CHANGE WELL PROJECT

PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

# Our Vision

We envision a world where all communities are able to provide vulnerable community members the holistic supportive services they need to achieve stability, self-sufficiency, and wellbeing.

Change Well Project invests in long-term partnerships with government agencies, tribal communities, and community service providers to redesign service delivery systems that better address the needs of vulnerable community members.

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## Executive Summary

### Implementing the Skid Row Action Plan to Support a Safe, Thriving Community

Launched in 2022 by Los Angeles County, the Skid Row Action Plan (SRAP) is an initiative aimed at addressing the effects of systemic racism and deep poverty in Skid Row—with the goal of transforming one of the densest unhoused neighborhoods in the country into a safe and thriving community. From August through November 2022, a group of diverse stakeholders—including Skid Row residents, service providers and other community stakeholders, county departments, and City of Los Angeles partners—came together to define SRAP’s core recommendations around vital housing and other community-based services that could support neighborhood empowerment, cohesion, and well-being.

The Skid Row Action plan was the result of a motion introduced by Los Angeles County Supervisor Hilda Solis, whose district includes Skid Row. Supervisor Solis’s motion recognized the decades of institutional racism that has resulted in the extraordinarily high rates of Black and Brown homelessness, poverty and disenfranchisement on Skid Row. The motion recognized that rebuilding trust with community members was critical to beginning the process of repairing this harm.

In 2023, Change Well Project partnered with Los Angeles County to lead a participatory, community-driven process to design implementation strategies for SRAP’s core objectives—on increasing access to permanent and interim housing, providing services through a new Safe Services Space, Harm Reduction Health Hub, and 23/7 Health Care Center, and boosting economic opportunity—that would honor and support the community’s unique identity and vibrant culture.

### Change Well Project Recommendations: Grounding SRAP’s Implementation in Community Partnership

Six months of in-depth dialogue with key stakeholders revealed a foundational principle for SRAP’s implementation: ***Skid Row’s transformation requires a robust partnership with community residents centered on community regeneration, self-determination, and community power building.*** There is tremendous momentum and an opportunity for an authentic relationship between government and community in Skid Row. It requires government partners and other investors to ***shift the aim of SRAP from a service delivery model delivered by government and non-profit to residents to a place-based or neighborhood strategy*** that improves the material conditions by investing in the long-term health and well-being of the community. Using that lens to guide our thinking,

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Change Well identified the following recommendations for SRAP implementation:

- **Leverage Existing Community Networks:** In a County and City of the size and scale of Los Angeles, it is virtually impossible for programs to keep up with service demand. Leveraging and strengthening the existing networks offers a unique opportunity to address the conditions necessary for sustainable success.
- **Leverage Additional Government Partners:** Implementing the SRAP designs will require a cross-governmental partnership, and while we already see this partnership coalescing in many of the recommendation areas, we specifically recommend strengthening the Economic and Community Development workgroup. This area of work should be led by the partners most engaged in creating workforce development and entrepreneurship opportunities throughout the County and City of Los Angeles. This intentional and strategic collaboration between key government agencies is essential to creating an economic resource model that centers on the needs of Skid Row community members.
- **Center Residents as Partners in the Implementation of the Skid Row Action Plan:** The voices of Skid Row residents are vital to SRAP implementation, and to truly partner with residents equitably and effectively, the County should quickly take steps to formalize resident participation by:
  - ▶ **Establishing a resident-led intermediary structure** to serve as the convener and communicator between community residents, community-based organizations, and government partners working together to implement the SRAP designs. Once established the resident-led team can lead the coordination of the proposed resident councils. The resident-led structure should have support from a community-based entity to provide infrastructure and resources to ensure the group's success.
  - ▶ **Integrating resident participation** across SRAP implementation activities, by funding the resident councils proposed in the community design process with the intent of drawing on community members as co-design partners and advisors and ensuring their efforts are valued and compensated fairly.

## Community-Design Results: Residents as the Cornerstone of SRAP Implementation

Through the community-design process, each workgroup clearly named Skid Row residents as the cornerstone of the SRAP's implementation phase and beyond. The key community design elements developed by each workgroup—as outlined below—all center on the participation and leadership of community residents as co-design partners, implementers, advisors, and staff of many of SRAP's key programs and community spaces.



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Throughout the implementation process, these community designs will likely evolve to align with continued insight from community members and stakeholders, funding availability, and other factors that may dictate feasibility. But resident voices must remain at the heart of SRAP’s implementation—to ensure Skid Row’s transformation aligns with the community’s clear vision for a vibrant, healthy neighborhood.

Recommendation	Community-Designed Implementation Strategies
<p><b>Permanent Housing:</b> Increase availability of/access to safe permanent housing – including improving conditions of existing permanent housing stock.</p>	<p><b>Establish a Permanent Housing Resident Council</b> made up of community members with lived experience in Skid Row and that serves as the central conduit for centering community and resident voice in housing planning, maintenance, and resources.</p> <p>The Permanent Housing Resident Council would act as an intermediary between permanent housing residents in Skid Row and government and service partners. Through focused Subcommittees, the Council would work to:</p> <ul style="list-style-type: none"> <li>• <b>Track built environment improvements and outcomes</b>, including developing a written minimum standard for permanent housing in Skid Row and managing a pooled fund for building and community improvements.</li> <li>• <b>Support tenant, stakeholder, and community engagement</b>, ensuring one source of tenant rights and responsibilities resources.</li> <li>• <b>Develop and lead trainings</b> for property managers, case management staff, and first responders to deepen understanding of community needs.</li> <li>• <b>Prevent evictions</b> by tracking data, designing interventions, and centralizing resources on eviction prevention programming.</li> </ul>
<p><b>Interim Housing:</b> Increase the availability of safe interim housing and open more pathways from interim to permanent housing.</p>	<p><b>Implement policies and procedures</b> to reduce the experience of returning to the street and increase access to interim housing by:</p> <ul style="list-style-type: none"> <li>• <b>Providing interim housing providers with training and ongoing technical assistance</b> to improve clients’ experiences and outcomes—from strengthening referral, matching, and intake processes and offering effective housing navigation and crisis intervention, to ensuring that clients can transfer or exit interim housing into safe, permanent housing.</li> </ul> <p><b>Create an Interim Housing Council</b> that holds space for interim housing residents’ voices to be heard and represents residents through system advocacy, lifting up challenges to funders and providers informing policy recommendations around interim housing.</p>

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Recommendation	Community-Designed Implementation Strategies
<p><b>Safe Service Space:</b> Create a low-barrier space that centralizes access to comprehensive care services, programs, and connections to support and empower community members.</p>	<p>Acquire and create a welcoming, accessible multipurpose space in Skid Row that engages community members through providing robust programming and comprehensive services that incorporates community-driven responses to community needs.</p> <p><b>Physical Design Recommendations</b></p> <ul style="list-style-type: none"> <li>• Use Trauma-Informed Design.</li> <li>• Arts and culture should be a central element.</li> <li>• Create many multi-purpose indoor spaces.</li> </ul> <p><b>Staffing Recommendations</b></p> <ul style="list-style-type: none"> <li>• Prioritize recruitment for paid positions (greeters, community ambassadors, other staff) from Skid Row community. <b>Incorporate greeters</b> at the front who assist with navigation.</li> <li>• <b>Hire trusted community ambassadors</b> who help maintain safety and hold relationships with the community.</li> <li>• <b>Hire Security Guards that are</b> in-house, highly trained in trauma-informed practices, de-escalation techniques, etc.</li> <li>• <b>Incorporate advocates</b> who can accompany community members outside of the space to police stations, hospitals, etc. when they need these services.</li> <li>• <b>There should be regular community-wide training for all staff</b> at the Space.</li> </ul> <p><b>Programming Recommendations</b></p> <ul style="list-style-type: none"> <li>• Peer-driven spaces - Self-help center where community members can engage in peer support.</li> <li>• Peer-led group activities—whether arts or music, dance and exercise, etc.</li> <li>• Holistic approach to programming - incorporate a holistic approach that recognizes not just the need for services but also the need for reflection, support, arts, spiritual connection, and healing.</li> </ul>
<p><b>Harm Reduction Health Hub:</b> Create a Harm Reduction Health Hub that increases the safety and wellbeing of those who use drugs by expanding substance use services, capacity, and treatment options.</p>	<p><b>Draw on the wisdom of persons with lived experience of substance use and sex work to create and deliver world-renowned, culturally appropriate harm reduction</b> practices in Skid Row to end overdose related deaths.</p> <p>This work would include securing funding for a dedicated workforce intermediary to employ and support staff and independent contractors with lived experience of substance use and sex work, ensuring that:</p> <ul style="list-style-type: none"> <li>• Workplaces commit to harm reduction practices and principles.</li> <li>• Low barrier hiring processes and a minimum living wage and benefits standards are established.</li> <li>• Positions are designed to leverage lived experience.</li> <li>• Case management is provided to lived experience practitioners.</li> </ul>

# Executive Summary

Recommendation	Community-Designed Implementation Strategies
<p><b>23-7 Health Care Center:</b> Create a center providing comprehensive health and behavioral healthcare services, and establish a Data Sharing Agreement among care providers.</p>	<p><b>Create an integrated clinic in Skid Row</b> with robust and coordinated trauma-informed, harm reduction services that integrate peers/service liaisons into the service delivery model—in order to provide critical support for those in crisis and a low-barrier entrance into preventative and ongoing medical care.</p> <p><b>Promote coordination of health, mental health, and behavioral health</b> to ensure a no-wrong-door policy that encourages community members to access ongoing healthcare—by strengthening connections and coordination between systems of care and making treatment history available to all service providers.</p>
<p><b>Additional Community Recommendations:</b> Create local economic opportunities to revitalize Skid Row into a thriving neighborhood.</p>	<p><b>Create community-responsive employment and entrepreneurship pathways</b> that support build economic capacity by:</p> <ul style="list-style-type: none"> <li>• Changing the name to Economic &amp; Community Development.</li> <li>• Prioritizing community-based hiring and develop recruitment and retention practices that meet the needs of community members seeking employment, leading to the creation of dedicated a service hub in Skid Row that provides robust and coordinated trauma-informed employee recruitment, training and employment services.</li> <li>• Supporting local entrepreneurship through expansion of social enterprise programs through coordinated outreach to community members and the development of a \$25M entrepreneurship fund that promotes small business ownership by residents of the Skid Row community.</li> </ul>

## Introduction

On June 28, 2022, Los Angeles County Supervisor Hilda Solis introduced a motion<sup>[1]</sup> encouraging the County to develop a, “stronger response to undo the decades of institutional racism that helped to create the status quo in Skid Row.” The motion called for the creation of a comprehensive action plan developed through engagement with Skid Row residents, service providers and other community stakeholders, county departments, and City of Los Angeles partners and was to be named the Skid Row Action Plan (SRAP). In its conceptual stage, SRAP focused on seven key areas set out in the motion: permanent housing, interim housing, safe services, a substance use health hub, 24/7 low barrier health services, increased sanitation services, and increased sources of income. A local firm, Florence Aliese Advancement Network, LLC, founded by Dr. Alisa Orduna, led the initial community engagement effort in 2022 to glean preliminary recommendations in each<sup>[2]</sup> of the key areas. Change Well Project (Change Well) was then hired to engage residents and other local stakeholders in a participatory community-design process to further refine the initial recommendations and develop a roadmap to guide the County’s implementation strategy. This report summarizes the latest engagement process and offers reflections and recommendations.

## Skid Row Social Context

Skid Row is an important geography within Los Angeles’ regional strategy to address the homelessness crisis. An area that is only 4 square miles, it is home to 4,400 unhoused persons, of which 2,695 are unsheltered, making it one of the densest unhoused communities in the country.<sup>[3]</sup> At the same time, Skid Row is a neighborhood that encompasses thousands of housed residents who consider this their permanent home. Hundreds more residents come to Skid Row for crucial health, mental health, substance use, and workforce development services. Skid Row is also a thriving artistic community representing artists of all genres, including theatre, visual arts, writing, music, and liberatory healing art forms representative of Skid Row’s diverse cultures. The community also centers core values such as housing as a human right; environmental sustainability and conservation; equitable access to basic needs including clean water, healthy foods, and personal hygiene; no one is discarded; and community-driven solutions. Housed or unhoused, Skid Row residents are no different from Angelenos across the region. They, too, embody latent dreams, hopes, and desires. It is against the backdrop of this social context that the Skid Row Action Plan emerged as a critical public policy tool to engage diverse community stakeholders in a six-month community design process to shape crucial housing and services.

[1] Supervisor Solis’s motion is available here <https://file.lacounty.gov/SDSInter/bos/supdocs/170331.pdf>

[2] Two areas in the original board motion (increased sanitation services and increased sources of income) became part of a set of recommendations included in “Additional Community Recommendations.”

[3] Los Angeles County Homeless Initiative: <https://homeless.lacounty.gov/news/skid-row-action-plan-erf/>

## Our Approach

Change Well is a technical assistance firm that invests in long-term partnerships with government agencies, tribal communities, and county service providers to redesign service delivery systems that better address the needs of vulnerable community members. Its team represents 20+ years' experience and is committed to designing integrated seamless social service delivery systems that allow all community members to achieve independence and well-being. In the planning of the SRAP community design process, Change Well looked towards liberatory approaches as a strategy to uncover the interface of institutional racism and programmatic practices contributing towards oppressive situations limiting the Skid Row community from thriving.

For the SRAP process, Change Well adopted a participatory community power-building place-based approach to engage residents, service providers and city and county staff in a design process that opened space to uplift lived experience stories, interrogated historical context and practices, invited in creativity, offered somatic healing, and encouraged dreaming. This approach created community design sessions as a co-design process that centered Skid Row residents' voices and invited community-based service providers and government partners to work alongside them. It also drew out the group's creativity using design processes borrowed from the private sector that emphasized visual thinking and problem-solving strategies. Utilizing these strategies over traditional meeting styles helped to create equitable access to the discussion, promoted collaborative brainstorming, increased clarity of ideas, and helped develop a vision for the future without being limited by current challenges.

## Community Design Process

Change Well hosted four Community Design Sessions that took place between June to December 2023. These sessions culminated in a community report-out session in December. Participatory facilitation methods and exercises were incorporated into the design sessions to fully engage participants attending from diverse backgrounds. The previous Skid Row Action Plan Resident Advisory Committee was engaged to provide feedback on the design session curriculum. Community design session participants were invited among a diverse group of stakeholders referred by the Department of Health Services – Housing for Health Division and included representation from the community including current and former residents, social service providers, local government, healthcare providers, advocates, and other stakeholders. Some had participated in the previous engagement efforts, while others were first-time attendees. Change Well created a website landing page with resources and a Google Voice telephone number so that people who could not attend could also access meeting materials and offer feedback.

## Community Design Process

Change Well incorporated principles from trauma-informed and psychological safety theory to create a brave space for participant sharing that could hold a range of varying opinions and experiences that entered the design process space. A key lesson learned from the first community engagement phase was that people and places hold histories of various forms of trauma that could be triggered in the bringing together of service providers, government representatives, and people with lived expertise together. Trauma-reactions had caused micro-eruptions that had potential to re-harm the person remembering a past experience, or trigger others through the energetic shift which created a sudden feeling of lack of safety. These reactions and feelings had to be addressed delicately in the moment. Participants expressed experiences of various forms of anxiety as they observed the stark differences in the racial composition of staff compared to people being served. Other participants expressed previous encounters with the security teams at host organizations where meetings took place and their anxiety about entering specific spaces. Traditional social and government services are often delivered within a power-dynamic that preference the voice of staff – degreed clinicians or other positions – as expert, to the erasure and or silencing of the hopes, desires, and needs of the people seeking services. During this process, it was crucial that the voices of lived experts who lived and or had experienced housing and services within Skid Row were heard on par with representatives from local government, social service providers, and funders participating in the process. It was also important that any concerns that they raised were listened to and validated when possible. To disrupt this dynamic so that all voices could be heard-- the Community Design Sessions were structured with several meeting practices to create a space of radical hospitality. It was hoped that guests joining for the first time or for the entire series felt welcomed, heard, and that their contribution of time and ideas were well received. These practices were centered in social justice principles and promoted a trauma-informed and psychological safety approach. They also sought to accommodate diverse learning styles and comfort levels with sharing within such a diverse group. These practices are listed below with a brief description:

- **Land and Labor Acknowledgements:** These were formal acknowledgements adapted from Los Angeles County and Cal State Long Beach respectively. These Acknowledgements identified past harms whose legacies were contributing factors to racial inequities that produced the status quo of Skid Row today. They also provided an historical lens in which to interrogate proposed plans and processes for bias and unintentional harmful effects.
- **Community Agreements:** This form of agreement is used in social justice spaces to bring equity to voice and contributions. Agreements are set by participants and discussed so that everyone participating can accept them as the rules of engagement. During the first design session, each participant was invited to share an agreement or community aspiration that would make the space feel safe for them to share and contribute to.

## Community Design Process

- **Large Group Discussion:** Each design session began and ended in a large group discussion. This provided an opportunity for community building and the opportunity to share project updates, the agenda, acknowledge emerging tensions or concerns, and inform participants on session goals and expectations. The large group discussion was facilitated by two people to manage the content; reduce emotional labor on holding space for the community; and better observe the room to include pauses, stretch breaks, clarity on presented materials, and manage questions and answers. Design session participants closed out the large group discussions by sharing learnings from the day's activities for awareness and inspiration.
- **Small Group Discussion:** Design session activities occurred by workgroup topic in small group discussions led by a Change Well facilitator with another Change Well staff member to take notes and co-facilitate if needed. The small group discussions were organized using the six SRAP pillars including: Permanent Housing, Interim Housing, Safe Services Space, Harm Reduction Health HUB; 23/7 Low Barrier Health Care Center, and Additional Community Recommendations. Exercises focused on open-ended questions that allowed participants to future-think without restraining themselves with current realities.
- **Somatic Breath:** At least once during each design session, a trained Change Well staff member led participants in a somatic practice to emanate any rising or stagnate tensions, re-ground the group after intense discussions, and energize after sitting for a few hours.
- **Hospitable Space:** The design sessions were held within two local social service providers' space. These spaces were accessible and familiar to the community participants. Within the spaces, snacks and breakfast or lunch meal were provided. Change Well also provided additional supplies such as sticky pads, writing utensils, and fidget toys to welcome diverse attention spans and ways of being in the spaces.

Graphic harvesting was an additional practice incorporated into the design session, although not at every meeting as were the practices listed above. Graphic harvesting is a meeting documentation technique that captures key meeting themes, ideas, images, and concerns in a visual form to easily reflect them back to the participants. For this initiative, Change Well engaged graphic harvester, Viola Clark. Viola provided imagery at three distinct points in the process. First, she created initial posters for each workgroup to provide a visual guide for evolving conversations on each topic. These were presented at the 1st design session. She then recorded multiple conversations occurring across workgroups during the 1st design session and provided a high-level visual of what she heard to the participants' delight.

## Community Design Process

Through her visuals, many, especially community members with lived experience felt heard and that their contribution to the day's conversation really mattered. Viola then updated each workgroup's poster based on themes identified by the facilitators. At the end of the design session, Change Well held a community report-out. During this event, the original poster and the updated poster were displayed side-by-side allowing observers to notice the evolution of workgroup ideas and concepts over time.

## Skid Row Action Plan Resident Advisory Committee (SRAPRAC)

The inclusion of lived experience voices who have experienced the services being proposed is a community engagement best practice and is now a requirement of many public funders. Established during the first engagement phase, the SRAPRAC was listed in the approved recommendations and continued to meet between engagement stages under the auspices of DHS-HFH staff. During this phase, SRAPRAC was charged with being a project advisor to provide feedback on the community design session agenda. The SRAPRAC consisted of 10 members selected through a community-wide application process, with at least one appointed member to replace an original member who was no longer able to participate. They met the Friday before each community design session. Facilitated by DHS-HFH – Change Well staff presented each design session agenda and used the Friday meetings to explain key concepts and project processes, as well as reviewed the agenda for input and feedback. For example, within this space, SRAPRAC members were able to gain an in-depth understanding of new funding sources such as the Encampment Resolution Grant and clarify misinformation as well as develop talking points about SRAP in general so that they could share with additional community members and stakeholders in other spaces that were not active in the SRAP process itself. In addition to providing feedback on the design session agendas, SRAPRAC members also presented individual and greater community concerns about the SRAP process and/or emerging recommendations, such as requesting a tour of the Crocker Street Campus and ensuring that a call for the arts and community members with lived experience would be integrated in the recommendations. SRAPRAC members received a small stipend for their time. The SRAPRAC sunsetted at the conclusion of this design phase, however, the lessons learned will be incorporated into the new community-driven councils and resident-led intermediary called for in the final recommendations.

## SRAP Workgroups

The Community Design Process workshopped ideas through established workgroups that aligned with the 6 recommendation areas called out in the Skid Row Action Plan: Improving the Lives of Residents on Skid Row by Addressing Homelessness Stemming from Decades of Institutional Racism report submitted to the Board of Supervisors on December 21, 2022.



## SRAP Workgroups

The workgroups included community residents, service providers, and government representatives. Workgroups and facilitators are listed below.

<b>Permanent Housing</b>	<b>Interim Housing</b>	<b>23/7 Low Barrier Health Center</b> (*formerly 24/7 Low Barrier Health Center)	<b>Harm Reduction Health HUB</b> (*formerly Drug User Health HUB)	<b>Safe Services Space</b>	<b>Additional Community Recommendations</b>
Connor Johnson	Alynn Gausvik and Alisa Orduna	John Engstrom and Connor Johnson	Alisa Orduna and Alynn Gausvik	Anna Bialik	Elena Fiallo and Rebecca Watson
* denotes a change in the workgroup title from the title listed in the report.					

In addition to these workgroups, DHS convened additional government workgroups with staff representing a cross-sector of county and city departments. These workgroups aimed to create a mechanism to receive the community recommendations arising out of the SRAP community design process and to begin identifying funding and other resources needed to implement the recommendations according to plans.

The government workgroups included:

-  **Permanent Housing**
-  **Interim Housing**
-  **Encampment Resolution and Street Based Outreach**
-  **Supportive Services Campus**
-  **Communications**
-  **Data Sharing**
-  **Resource Development**
-  **Economic and Community Development**

# Community Design Sessions -- Implementation

Four Community Design Sessions were held from June to December 2023, culminating in a community report-out session. This section outlines the activities that occurred in each session.

## June Design Sessions

Change Well Project hosted the first Community Design Sessions on June 29th and 30th, 2023, at Joshua House. The June session was the first time that the community had gathered since the conclusion of Phase I of this process, which ended in December of 2022. The goal of the first session was to introduce Change Well Project to the community, establish community agreements for working together, and reacquaint us with the recommendations and key components that were put forward in the Board Motion by Supervisor Hilda Solis. Approximately 68 people attended this first session held over the 2-day period. The following outlines the exercises and highlights the results from the two-day period.

### Gallery Cafe' Exercise

Posters listing the recommendations and key components for each workgroup were placed around the room. Participants were given a sheet of 12 green-color dots. They were then asked to review the various poster boards and place (1) colored sticker next to the components that spoke to them and answered the question: Which of these key components would make the biggest difference for you?

**Here is an example from the Gallery Café Exercise results from the Safe Service Space workgroup.**

Safe Services Space	KEY COMPONENT(S)	STATUS
Create a low-barrier space for services and connections.	Purchase a centrally located site with sufficient space to host the variety of services outlined for the Space.	●●●●●●●●●●●●●●●●
	Include in the space's infrastructure a stage for performances, seating and charging stations, personal care facilities (bathrooms, showers, laundry), and gardens.	●●●●●●●●●●●●●●●●
Provide comprehensive services	Recruit service providers to provide the following services including, but not limited to: <ul style="list-style-type: none"> <li>• Health, mental health, behavioral health</li> <li>• Legal aid &amp; ticket expungement</li> <li>• Public benefits and income via the Department of Public Social Services and the Social Security.</li> <li>• Military and Veterans Affairs</li> <li>• Aging and Disabilities Services</li> <li>• Economic Opportunities</li> <li>• ID receipt via the CA Department of Motor Vehicles(DMV).</li> <li>• Budgeting, money management, credit repair</li> <li>• Veterinary services</li> <li>• Daily community activities including spiritual programming</li> </ul>	●●●●●●●●●●●●●●●●

# Community Design Sessions -- Implementation

The large-group facilitators then invited participants to self-select a workgroup and join for a small group discussion. Within each workgroup, the facilitators guided participants in working together to review the priorities identified by the large group votes. They then had the opportunity to clarify the priorities, either agree with the larger group vote or disagree, and reprioritize the components with a summary of the decision-making process. Once the group came to an agreement, they were asked to identify any dependencies and/or any current issues that would hinder the implementation of any of the prioritized components. These priorities would become the focus for the design session series.

As an example, the Harm Reduction Health HUB workgroup prioritized the following key components. (All other prioritized components are included in the section below on final recommendations of each workgroup.)

## Harm Reduction Health HUB

- ▶ Rec.#1 key component “Provide ongoing, meaningful, and relevant drug health education and support groups involving drug users and supportive staff, as well as training in first aid, CPR, ...”
- ▶ Rec. #3 and all its key components.

## Pixar Story

The second day of the session began with the creation of ‘Pixar’ stories. These were aspirational stories of community change using the Pixar story template. This exercise effectively engaged participants to think about what they were attempting to achieve or what would be the end result of their collective efforts. Workgroup members were asked to use the priorities that they identified during the first session and to create their story using this template:

“Once upon a time there was \_\_\_\_\_. Every day, \_\_\_\_\_. One day \_\_\_\_\_. Because of that, \_\_\_\_\_. Because of that, \_\_\_\_\_. Until finally \_\_\_\_\_.”

**Here are a couple of the Pixar stories created by the workgroups.**

# Community Design Sessions -- Implementation

## Safe Services Campus

**Once upon a time**, there was a community that existed and was interrupted, there was no place to go to find a safe services space. Not long ago, there was a community that needed a safe and secure place to go, that needed a community services provider for individuals who were displaced and in need of mental health assistance. **Every day**, the people searched for help and were ignored. They searched and cried for help. They would be redirected from place to place, not really getting the services they need; people dreamed about having a safe services space. **One day**, everyone in Skid Row walked into the Safe Services Space workgroup. "A person is having a bad day and needs a safe place to heal." After continually searching, crying and asking for help, they found a safe and secure place. Their voices were heard. Every day, people wore pajamas and lived life slow. Because of that, People came together to design an all-encompassing service center where nobody would be turned away. The cries for help lowered but were not completely silent. There lived a little boy who was misled. **Until**, finally, led by another little boy and this is what he said. Because of that, People were affirmed. People began to heal. People began to live with purpose. **Because of that**, people were behavin' like they ought to, good. They had to get more chairs. Dreams became reality and prayers were answered. Laws were stern and justice stood. **Until finally**, a center was created that restored dignity to the community members of need and started to help folks get connected to things that they requested. They found a safe space that was welcoming and allowed them a chance to open up and address some of the problems they had. This was the safe services space folks dreamed about. There was music. The cries were truly heard, and complete services were made available to all. Everyone healed, and there was no more trauma. The community had a voice. All was calm.

## Harm Reduction Health HUB

**Once upon a time** there was a racist and classist war on drugs that lead to a lot of people being locked up and dying. One of the people was Bonita, a transwoman drug user. Every day, they realized that they could not meet their needs and was not accepted for the way they looked and that made it hard to have a fulfilling life. They tried to have their needs met in hospitals, clinics, housing where they experienced medical violence and watched friends die. Because of that, they did not have their voice heard due to stigma. **Because of that**, they lacked access to housing and Bonita's HIV symptoms got worse. **Until finally**, the community came together. Mayor Bass approved an overdose prevention center (OPC) where Bonita and their friends finally had a place where they belonged. Bonita was hired by the center and opened the doors for others to come through. Soon state laws changes around drug use and gave money for harm reduction and enough resources to meet people where they are. Bonita was eventually appointed to the national special council of drug policy and harm reduction and was then elected president where they decriminalized drug use at the national level.

# Community Design Sessions -- Implementation

## Defining Success

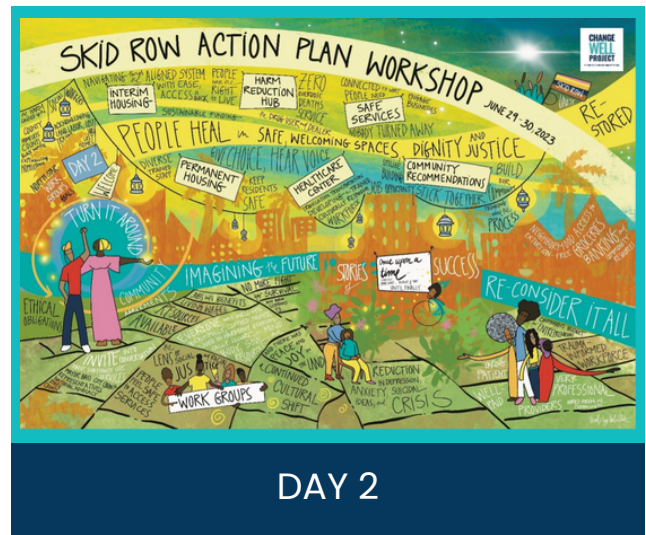
The group was asked to imagine what success looked like for the prioritized components. They were given the following prompt:

- ▶ Imagine we are in the year 2027, and we have implemented the recommendations, and it was a resounding success...what happened?

The results of this exercise were refined during the course of the engagement and will be described with each workgroup’s final recommendations and in an Appendix at the end of this report under the heading Measures of Success.

## Graphic Harvesting

Graphic harvester Viola Clark was present during the June community design sessions to record the work of the community design workgroups. Below are here visual representations of the community design work completed on June 29 (Day 1) and June 30 (Day 2).



# Community Design Sessions -- Implementation

## August Design Sessions

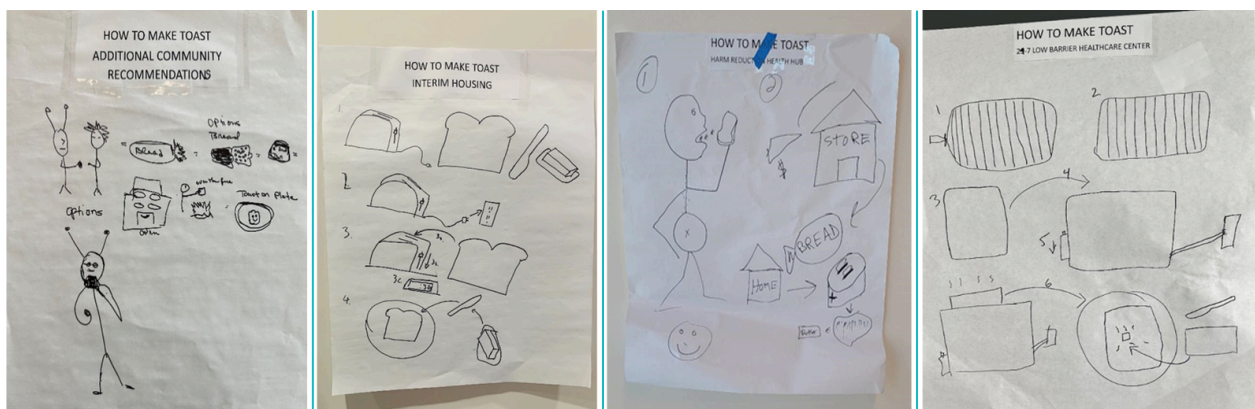
Change Well Project hosted the second Community Design Sessions on August 31st and September 1st, 2023, at Joshua House. Half of the workshops took place on the 1st day and the other half on day 2, to allow time for extended conversation on each workgroup topic and to maximize the limited meeting space. Participants self-selected their preferred workgroup, including selecting a different workgroup than the one they may have participated in during the June session. Over 70 diverse stakeholders attended each day, representing community residents, service providers, advocates, and government partners.

This design session aimed to build from conversations from the June sessions and dive deeper into creating the design for the two components prioritized in June. It began with an overview of the Skid Row Action Plan initiative and updates on key activities and funding. Workgroups then met for approximately 2.5 hours to complete the prescribed design exercises. The Sessions ended with a community share of key highlights from each workgroup. Through this iterative design process utilizing artistic design-think exercises, each workgroup member was able to evolve the prioritized key components by tapping into their creativity to bring these components to life and add concrete details.

## Making Toast

The day started with an adaptation of Steve Wujec’s Draw Toast exercise to help get all participants into a design thinking frame of mind. Design thinking is borrowed from the technology industry and is a way to help people begin to think about systems and how to solve problems in a visual way. The video is available here: [Teditalk](#).

Each group was asked to create a visual drawing for alien life forms who have never had toast before to explain how humans make toast. Here are the results for the workgroups:



# Community Design Sessions -- Implementation

The workgroup members had a great time communicating the toast-making process to alien life forms. This exercise was foundational in building each workgroup team and foreshadowed each group’s design approach as some groups focused on the technical linkage between each process, others on a participant’s journey through the process, and still others on ensuring there was meaningful engagement in each step of the process.

Momentum from the warm-up exercise moved the participants into the 1st design exercise for day 1: Rapids 4s’.

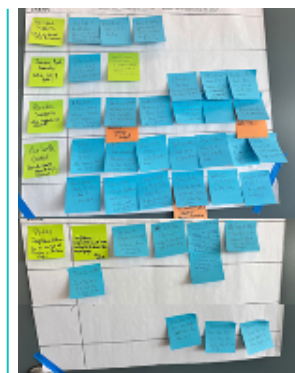
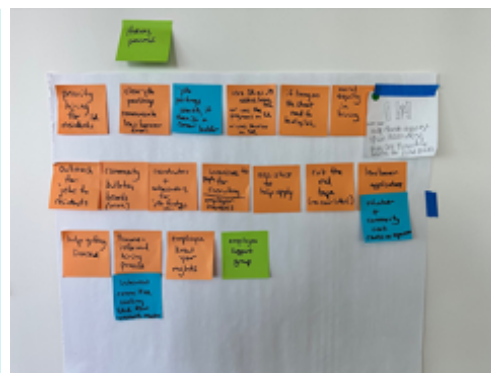
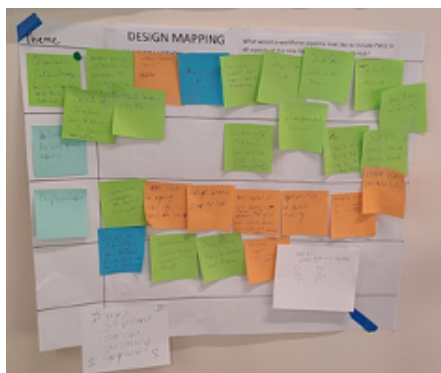
## Rapid 4’s

Rapid 4’s is a rapid sketching exercise designed to help teams generate many ideas in a short amount of time. The exercise is called "Rapid 4’s" because each person has only four minutes to “sketch” or write down four ideas. A single sheet of paper is divided into four boxes and participants have one minute per box to sketch or write an idea.

Each workgroup facilitator developed a prompt based on the prioritized key component identified in the 1st community design session and shared their prompt with their workgroup members. The workgroup was given four minutes to come up with their four big ideas. Participants were then asked to select their top idea by sticking a green dot on it. All top ideas were shared among workgroup members.

## Design Mapping

Each workgroup then selected one or two themes or process areas identified through the Rapid 4s’ design exercise to discuss more details. Not all the workgroups were able to complete the visuals as they were engaged in rich discussions to identify, agree, and problem-solve important steps for the process areas selected. Below are a few visuals of the workgroup’s deep dives:



# Community Design Sessions -- Implementation

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## October Design Sessions

The October design session was held on October 19th and 20th. Three workgroups gathered on each day. This session's goal was for each workgroup to review and refine the design mapping of their prioritized key component. In between sessions, each workgroup facilitator drafted a design of the key component through the lens of a customer's journey or other processing templates that included the various steps or elements identified during the design mapping exercise in the previous design session. This visualization enabled workgroup members to focus on the details needed to guide the implementation of their prioritized key component(s) and draft a narrative for their final recommendation to be presented to the community in December. The visualizations created by each workgroup are in the final recommendation section of the report.

Workgroup members also reviewed the December presentation outline and identified potential presenters so that the workgroup facilitators could work with them on developing the final slide deck for the community report out.

## December Sessions

The final design session occurred on December 7th. This was both a working session and celebratory day to review the proposed recommendations and measures of success one last time before presenting to the community on December 8th. The final posters created by Viola Clark were also reviewed by each workgroup and they were able to compare the first one to the final one to reflect on the evolution of their ideas and concepts over the past six months. After time for their review, each workgroup gathered into the larger discussion group and presented their draft presentation.

The Government Workgroups were also formally invited in for part of this session. The community was pleased to learn that some of the representatives had already been participating in the design workgroups and a sense of trust was established. The Government Workgroups introduced their respective workgroup's purpose and gave updates on initiatives in progress. This was a great opportunity for the community to strengthen faith that their own efforts were going to be taken seriously and that there were designated teams seeking resources and/or programmatic responses needed to implement recommendations from this process.



## Community Design Sessions -- Implementation

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Since this was the last gathering of all the workgroup members, Change Well recognized the importance of “closing the circle” before the community presentation on the following day. To do this, it created certificates for everyone who participated at least once in a community design session. The participants were appreciative of the recognition and documentation of their contribution. Change Well staff also reflected on the process and progress of ideas since the first meeting and thanked the group for their time, presence, and many contributions.

### Community Report Out

On December 8, designated SRAP participants, including many SRAPRAC members, presented various aspects of each community design sessions highlights including the sharing the community agreements, re-telling the Pixar stories, and sharing brief summaries of the prioritized key components and final recommendations. The event was held in the newly-renovated chapel of the Los Angeles Mission. Supervisor Hilda Solis and Dr. Christina Ghaly opened the space and welcomed the nearly 100 people there. Attendees included government officials, funders, journalists, providers, SRAP participants, and the community-at-large. Those in attendance expressed their amazement at the level of community engagement felt through the presentations, yielding hope that the implementation of SRAP will be strengthened through community-buy-in and support.

## Community Workgroup Final Recommendations

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The following designs represent the final workgroup approved designs presented during the final report out. Change Well includes these designs in this report largely unchanged from their original state and with only minor changes that were intended to clarify intent of language. The one notable addition is the inclusion of a graphic for Permanent Housing that better aligned with the formatting of this report. The intent and design were not changed.

Change Well would like to state that although we hope that the intent of these community designs is adopted and implemented, we also understand that these designs may be modified during the implementation phase based on recommendations of the resident led intermediary, funding availability, and other factors that may dictate feasibility. We also understand that some designs may be implemented quickly, others may need to be implemented over time.

# Permanent Housing



**Process:**

At the June 2023 session, each workgroup went through a process to prioritize specific recommendations or components from the Skid Row Action Plan to build out in detail over the next sessions.

The Permanent Housing workgroup prioritized the following:

**Recommendation**

**Improve conditions of existing permanent housing stock.**

**Key Component Prioritized**

**Create a resident council of individuals who live in publicly funded permanent housing in Skid Row, which reports to a committee of leaders from City of Los Angeles, County of Los Angeles, and Department of Housing and Urban Development.**

During the August and October sessions, the workgroup built the details of this key component. They also defined measures of success for each design that answer the question-- "How will we know if we have succeeded."

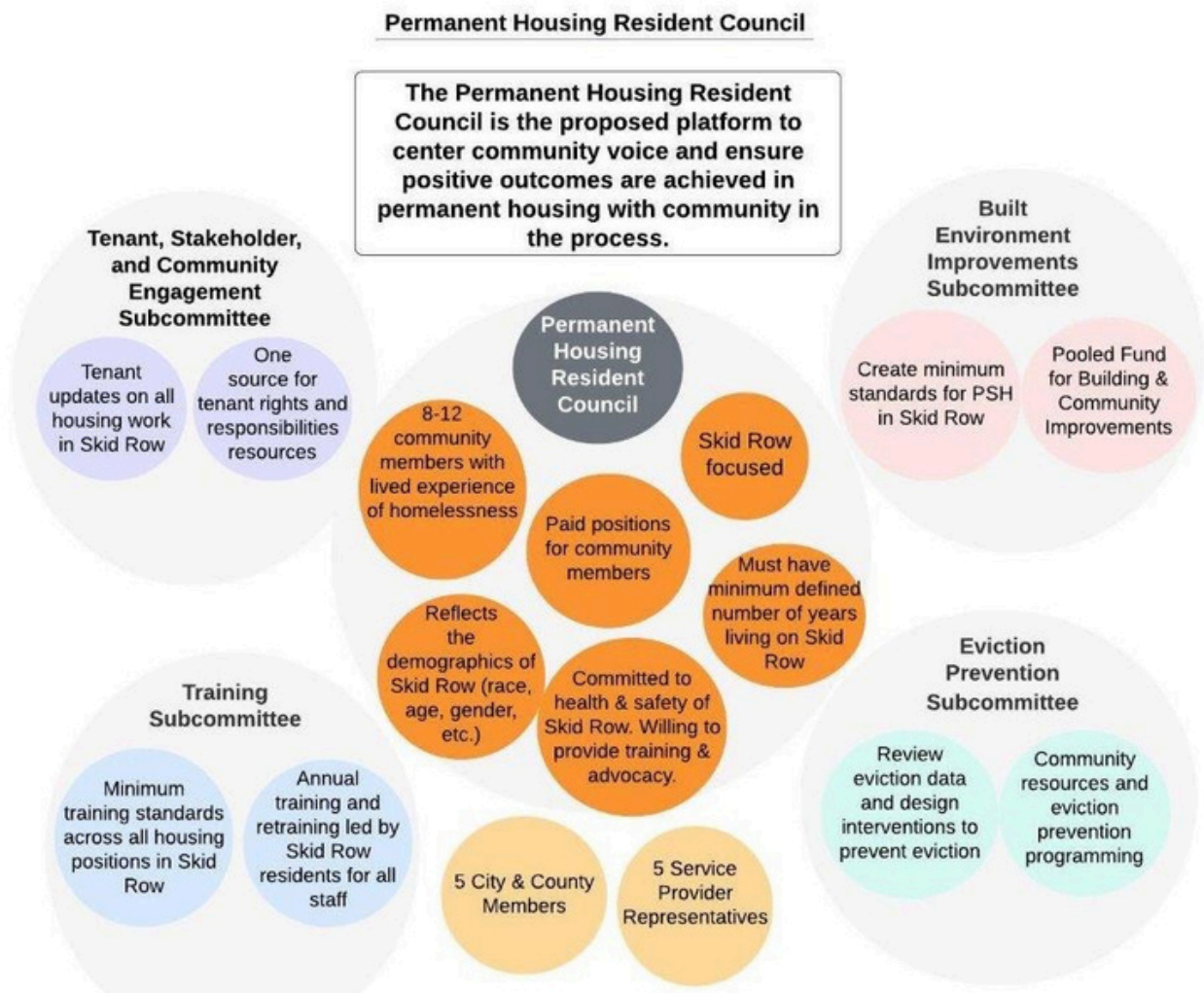
## Community Design Result: Create a Permanent Housing Resident Council in Skid Row

Each workgroup's design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.

## Key Themes

- Center Community and Resident Voice in Housing Planning, Maintenance and Resources with a Housing Council.
- A council that helps create trauma-informed communities, is person-centered, and promotes healing and racial justice.
- Safety and Support in Housing Buildings: Resident-Led Training for Property Managers, Case Management Staff and First-Responders
- Eviction Prevention: Skid Row Residents support fellow residents to stay housed to prevent and reduce evictions in Skid Row.

## The Design



### Selection of PH Resident Council Members

Skid Row Residency	Reflect the Community	Term Limits	Commitments
Have had a set number of years living on Skid Row. Housed or unhoused.	Should reflect the demographics of Skid Row (race, age, gender, etc.) There should be spectrum of age, race, and other identities on the Council.	Not defined.	Committed to health and safety of Skid Row community. Willing to provide training and advocacy for housing in Skid Row.

### Purposes of the Permanent Housing Resident Council Members

Center Community Voice	To serve as the central conduit for centering community and resident voice in housing planning, maintenance, and resources. Convene tenant voices and communicate to tenants of Skid Row.
Develop minimum standards for housing in Skid Row	Develop a written minimum standard for permanent housing in Skid Row.
Improve current permanent housing stock	Track housing improvement and outcomes in Skid Row. Manage a pooled fund for building and community improvements with private-public partnerships and funding.
Develop & lead trainings	Develop and lead trainings for property managers, case management staff and first-responders with the goal of deepening staff understanding of the Skid Row community, community needs, and building effective relationships with residents.
Create engagements between residents and other stakeholders	Create a culture of engagement between residents in permanent housing, property managers, and case managers. The council will work with government agencies and service providers.
Tenant Rights & Eviction Prevention Resources	Provide updates to tenants in Skid Row on housing work in Skid Row. Serve as a resource for information on tenant rights and responsibilities. Review eviction data and design interventions to prevent evictions. Centralize community resources and eviction prevention programming.

## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	Establishment of the Permanent Housing Resident Council with subcommittees to provide community voice regarding housing in Skid Row while acting as an intermediary between permanent housing residents in Skid Row and government and service partners.
STRATEGIES	
<b>Short-Term</b>	Establishment of structure to facilitate and support the operations of the Permanent Housing Resident Council.
	Create a communication process for all housing matters in Skid Row from government entities to the PH Resident Council so that all Skid Row tenants are informed of housing-related matters and information, resources and support is shared in a unified and clear way for Skid Row residents.
<b>Long-Term</b>	The Permanent Housing Resident Council will be established with four different subcommittees. <ul style="list-style-type: none"> <li>• Tenant, Stakeholder, and Community Engagement Subcommittee</li> <li>• Built Environment Improvements Subcommittee</li> <li>• Training Subcommittee</li> <li>• Eviction Prevention Subcommittee</li> </ul>
	There would be opportunities to work with the Interim Housing Council on shared committees.
	The Permanent Housing Resident Council is consulted on and participates in trainings for staff at permanent housing sites.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure and track whether the designs they created have been implemented.

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures	
<b>1</b>	Number of Council members with lived experience of being a resident in publicly funded housing in Skid Row. (Ideally, this would be around 15 individuals.)
<b>2</b>	Number of trainings provided in consultation with the Permanent Housing Resident Council and the resulting number of staff who have been trained.

# Interim Housing



**Visualization:** Graphic harvester Viola Clark created a visualization of each workgroup's implementation recommendations.

**Process:**

At the June 2023 session, each workgroup went through a process to prioritize specific recommendations or components from the Skid Row Action Plan to build out in detail over the next sessions.

The Interim Housing workgroup prioritized the following:

**Recommendation**

**Improve Access to Interim Housing**

**Improve Existing Interim Housing**

**Key Component Prioritized**

**Implement policies and procedures to reduce the experience of returning to the street.**

**Create an Interim Housing Council**

During the August and October sessions, the workgroup built the details of each of these key components. They also defined measures of success for each design that answer the question-- "How will we know if we have succeeded."

## Community Design Result: Reduce Returns to the Street from Interim Housing

Each workgroup's design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.

## Key Themes

- An exit from interim housing is the last step in the process. Success happens when people have options for interim housing that meets their specific needs. Targeted populations should have access to appropriate placement and population-specific services.
- Safe, affordable housing is critical to improving the interim housing experience.
- Training is an essential tool to reduce exits. Training for providers, for outreach teams, for funders, and for residents.
- Support for interim housing providers and outreach teams allows for those teams to support people who need and use interim housing.



## The Design

**Goal: Improve access and reduce the number of people who return to the street**

Recommendation	Key Component	Define Success		
Improve Access to Interim Housing	Implement policies and procedures to reduce the experience of returning to the street	Exits to the street or unknown are below 10% of all exits	All Interim Housing stakeholders are supported to reduce exits back to the street	Interim Housing residents are supported to move into stable, safe, affordable housing

### Design Themes:

- Communication
- On-Site Support
- Population Specific Services
- Well Designed Space



### Key Stakeholders



### Processes



### Details

- Referral**: There are different referral pathways for each type of bed. Referrals can be complicated. Good referrals = good bed match = more likelihood of positive experience
- Matching**: Matches need to consider the population specific needs of the person being referred. Ensure that on-site support matches the needs of the person
- Intake**: Intakes happen same day as the match. Outreach accompanies matches to the intake appointment. Intakes are scheduled together with the participant, outreach worker, and bed provider.
- Housing Navigation**: Not having access to move into housing can contribute to returns to the street (or perceived lack of access)
- Crisis Support**: Times of crisis are critical points of intervention. Providers need the right level of support to provide the right level of service. This includes crisis prevention and intervention
- Transfer Process**: Transfers are an essential step to reducing exits to the streets. Many transfers will happen between providers and funders directly.
- Exit Process**: Participants who want to self exit should have access to information, support, and problem solving. Support for people who return after being exited needs to be considered

### Community Suggestions

- Referral**
  - Walk in options
  - transparent process
  - Same day placement whenever possible.
  - Publicly available referral process
- Matching**
  - Define and share information about the matching.
  - Positive matches reduce negative exits. Consider the service needs of the person
- Intake**
  - Measure the time between referral and intake.
  - Ensure Bed providers have the support needed to provide appropriate service.
  - Utilize safe services transportation if necessary
- Housing Navigation**
  - Increase access to safe, stable, and affordable housing.
  - Have clear communication with participants about housing options
- Crisis Support**
  - Training for security
  - Evening and weekend crisis support for IH providers and security
  - Training on de-escalation
  - Progressive Engagement
- Transfer Process**
  - Support to transfer should be available and accessible.
  - Utilize referral pathways
  - provide direct participant support via hotlines/safe services campus
- Exit Process**
  - Use HMIS to flag for outreach - that a person has exited and needs support
  - Provider reach out directly to outreach
  - Provide information on how someone can return if they choose to

## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	Interim housing providers will be trained in areas of needed support in order to improve access to interim housing & reduce exits to the street.
<b>2</b>	Ongoing support and technical assistance for interim housing providers will have improved access to interim housing and will have reduced exits to the street.
STRATEGIES	
<b>Short-Term</b>	Define minimum standards for interim housing providers in order to improve access to interim housing and reduce exits to the street.
	Create an interim provider self-assessment tool for providers to identify their training needs in order to meet minimum standards. Conduct a system-wide assessment of training needs for meeting minimum standards.
<b>Long-Term</b>	Develop support systems for providers aimed at improving access to interim housing and reducing exits to the streets. This could include a hotline providers can use to request support, decision trees and other tools for providers, and improved referral pathways.
	Build a training curriculum based on minimum standards and their training needs identified in the interim housing provider self-assessment.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure and track whether the designs they created have been implemented.

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures	
<p><b>1</b> Number of Interim Housing providers that have received training and the number of follow-up requests for support.</p>	<p><b>2</b> Gather data on current exits to the street and current exits to permanent housing. (__% and __%) Measure reductions in % of exits to the street and increases in exits to permanent housing.</p>

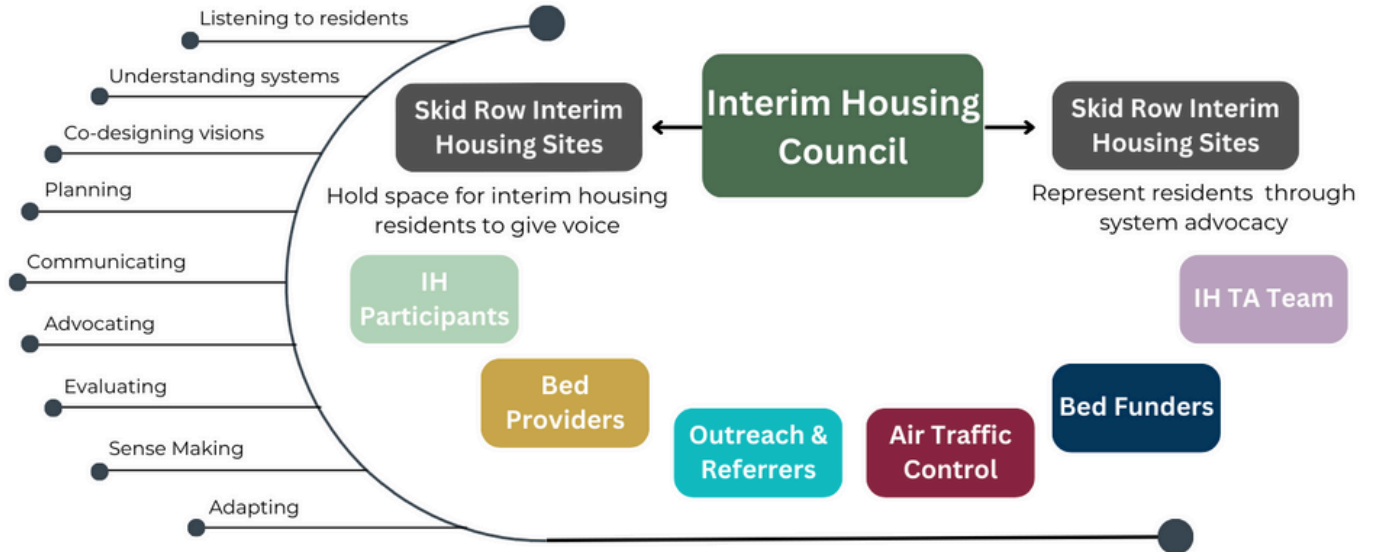
## Community Design Result: Build an Interim Housing Council

### Key Themes

- That the purpose of the Interim Housing council is to represent interim housing participants and advocate for system adaptation based on community feedback. This includes:
  - Providing guidance/recommendations on what is and is not working within facilities and for specific services.
  - Ensuring environments are welcoming and as low barrier as possible.
  - Identify overall goals and advocating for ways to reach them.
- The IH Council will work collaboratively with all funders, providers, outreach teams, and residents to support an interagency effort.

## The Design

### Goal: Design an Interim Housing Council



## Purposes of the Interim Housing Council

- ▶ **Hold space to listen to the concerns of IH residents**
  - Host community meetings for all IH participants where residents from different sites can gather together and provide feedback.
  - Tour interim housing sites and host listening sessions at sites to learn about programs and any issues.
  
- ▶ **Provide recommendations on what is and is not working within IH facilities.**
  - Conduct IH site visits using a rotating calendar of all Skid Row IH sites to listen to residents, assess needs at particular IH sites, and make recommendations for changes.
  - Hold space for providers, community members, IH participants to provide feedback.
  - Identify successes and challenges in Skid Row Interim Housing.
  
- ▶ **Advocate for IH residents and system adaptation to meet IH resident needs.**
  - Meets regularly to discuss practices and pertinent updates.
  - Lift up themes/issues directly to funders (policy changes, facility issues, etc.)
  - Analyze current policies in place across other systems which could be implemented in Skid Row.
  - Advise and inform on policies and procedures adopted by funders/providers with a lens of SRAP recommendations.
  - Advocate for workers in IH—fair wages, frequent training and support, measuring staff satisfaction.

## Organization of the Interim Housing Council

Compensation	Facilitation	Recurrence of meetings	Sites of Meetings
Provide stipends to members.	Recommend having a trusted community group (that is not a funder, but neutral) facilitate the council. This group will help organize meetings and support other logistics such as site visits and help community members with lived experience turn their ideas and concerns into policy change advocacy.	Monthly meetings.	Meetings should be held at different Skid Row sites—including interim and permanent housing, health resource sites, etc.

## Selection of IH Council Members

• <b>IH Residency</b>	Preference for current IH participants. Former IH participants eligible but must have been recently housed (within past six months).
• <b>Site Selection</b>	Rotating representatives from all sites.
• <b>Term Limits</b>	Prefer set term for members to allow for more voices in the room.
• <b>Outreach</b>	Recommend that council members play a role in finding candidates to replace them once their term is ending.

## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	An Interim Housing Council is established that holds space for interim housing residents' voices to be heard and represents residents through system advocacy.
<b>2</b>	Interim Housing Council visits will inform policy recommendations, advocacy, and the focus of the Interim Housing Council activities.
STRATEGIES	
<b>Short-Term</b>	Establishment of structure to facilitate and support the operations of the Interim Housing Council.
	Formation of an Interim Housing Council of current or recent interim housing participants, with the goal to provide feedback on the on-going implementation of the Skid Row Action Plan Interim Housing recommendations.
<b>Long-Term</b>	The IH council will work with stakeholders to support the implementation of Interim Housing recommendations in the Skid Row Action Plan. The IH council will conduct regular listening and feedback sessions with interim housing participants, providers, and community members to ensure that community voices continues to influence the SRAP.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure and track whether the designs they created have been implemented.

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures		
<p><b>1</b></p> <p>Number of regular schedule of visits to interim housing sites by IH Council.</p>	<p><b>2</b></p> <p>Number of listening and feedback sessions hosted in Skid Row re: Interim Housing system.</p>	<p><b>3</b></p> <p>Tracking of accepted policy recommendations.</p>

## Safe Services Space



During the August and October sessions, the workgroup built the details of each of these key components. They also defined measures of success for each design that answer the question-- "How will we know if we have succeeded."

### Process:

At the June 2023 session, each workgroup went through a process to prioritize specific recommendations or components from the Skid Row Action Plan to build out in detail over the next sessions.

The Safe Services Space workgroup prioritized the following:

### Recommendation

**Create a low-barrier space for services and connections.**

**Provide comprehensive services.**

### Key Components Prioritized

**Acquire a centrally located site with sufficient space to host the variety of services outlined for the Space.**

**Include in the space's infrastructure a stage for performances, seating and charging stations, personal care facilities (bathrooms, shower, laundry), and gardens.**

**The workgroup prioritized the following areas of services, in order of importance.**

- Daily community activities including spiritual programming.
- Health & behavioral health services.
- Aging & disability services.
- Budgeting, money management, and credit repair.

**In addition, the workgroup decided to focus on designing additional areas of services and programming to prioritize as part of the design process.**



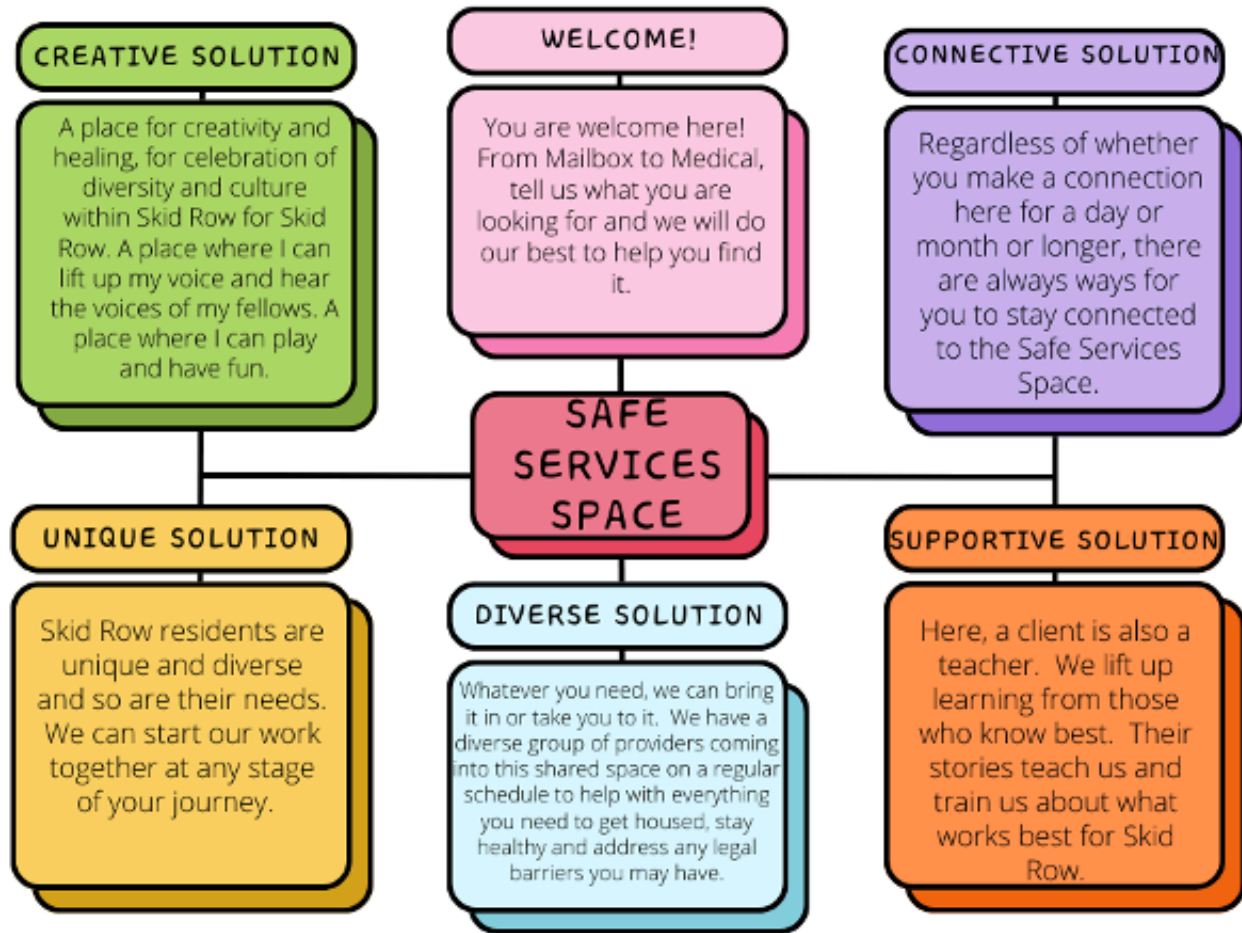
## **Community Design Result: Create a low-barrier space for services and connection that provides comprehensive services prioritized by the community.**

Each workgroup's design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.

### **Key Themes**

- Space should focus on being welcoming, accessible, and hospitable
- Staff in the Space need to be taken care of and supported, so they can take care of Skid Row.
- Skid Row is a neighborhood, and the Space should be a center for the neighborhood and by the neighborhood.
- This is a space of connection to comprehensive resources and with the community.

## The Design



## Design Cornerstones

### We are Welcome

Physical design and staff will promote a feeling of being welcomed into an accessible, trauma-informed, and community-driven space.

### We are Safe

Safety is through Community Agreements and community accountability to those agreements. Use Refresh Spot as a model of how to create community agreements and accountability.

### We are Connected

All teach. All learn.  
Will include peer-driven support spaces that encourage involvement of Skid Row residents in creating programming to support their peers.

### We are the Safe Services Space.

From Skid Row. For Skid Row.

## Physical Design Recommendations

<p><b>Accessibility</b></p>	<p>Dedicated shuttle to bring people from across Skid Row community to the space. Secured bike racks. Access for people who need to park a car or other vehicle. Signage that is multi-lingual and visual to navigate the space. Move beyond ADA-compliance to incorporate best practices of accessibility to those with disabilities.</p>
<p><b>Use Trauma-Informed Design</b></p>	<p>Incorporate calming natural elements, including plants and water features. Create separate physical spaces that allow for private, peaceful spaces. Use human-centered approach to design that communicates that this is a different type of space. Incorporate a “quiet room” for those who need to take a break. Include a space for yoga and other healing physical activities.</p>
<p><b>Make it about the Skid Row Community.</b></p>	<p>Honor local heroes. Memorial for those the community has lost. Incorporate work of local artists.</p>
<p><b>Arts and culture should be a central element.</b></p>	<p>Performing arts space for music, storytelling events, and other performances. Create a vibe that celebrates the arts of the Skid Row community. Store that sells items made by the Skid Row community. Space for arts practices such as art printing, classes</p>
<p><b>Create many multi-purpose indoor spaces.</b></p>	<p>Spaces for classes and for meetings. Space for community-facilitated gatherings such as singing, drum circles, dance, exercise, etc.</p>
<p><b>Outdoor space should incorporate many purposes.</b></p>	<p>Green space + shade outdoors. Market space. Rest &amp; comfort, as well as space for community to gather.</p>

## Staff, Community Ambassadors, and Volunteers

<p><b>Greeters</b></p>	<p>Incorporate greeters at the front who assist with navigation. “How may I support you” and “How is your day.” Greeters should be from the Skid Row community so that community members are welcomed by a familiar face from their community.</p>
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<b>Staff, Community Ambassadors, and Volunteers</b>	
<b>Community Ambassadors</b>	<p>Trusted community members who help maintain safety and hold relationships with the community.</p> <p>Community ambassadors will help community members get to the space and navigate the space. Create safe passage program to accompany people home.</p> <p>Use restorative approaches—build their capacity for harm reduction, reflective listening and conflict resolution.</p> <p>Are rooted in the community agreements and use consistent rules of engagement.</p> <p>Ensure is a diverse group reflective of the Skid Row community.</p>
<b>Security Guards</b>	<p>Should not have traditional uniforms.</p> <p>Should be in-house, highly-trained in trauma-informed practices, de-escalation techniques, etc.</p> <p>Should rely on community ambassadors as those who help maintain safety in accordance with community agreements.</p>
<b>Advocates</b>	<p>Volunteer or Paid.</p> <p>Advocates who can accompany community members outside of the space to police stations, hospitals, etc. when they need these services.</p>
<b>Hiring</b>	<p>Prioritize recruitment for paid positions (greeters, community ambassadors, other staff) from Skid Row community.</p> <p>Hiring criteria should include ability to act in a trauma-informed manner.</p> <p>Staff should be well-informed, great with problem-solving, and de-escalation techniques.</p>
<b>Training &amp; Support for Staff</b>	<p>There should be regular community-wide training for all staff at the Space.</p> <p>Staff are also held accountable to the community agreements.</p> <p>Dedicated support for staff that acknowledges the challenges of being a provider.</p> <p>Safe space for providers to decompress from difficult scenarios and receive support.</p>
<b>Volunteers</b>	<p>Hire a volunteer coordinator position for the Space to coordinate volunteers from various agencies or service providers who want to assist in Skid Row.</p> <p>Allow for involvement of volunteers from the community who wish to lead activities, help plan and prioritize programming, etc.</p>

## Programming & Services Recommendations

The workgroup created a design for the Safe Services Space that is not an exclusively top-down service provider approach but incorporates the ability for community-driven responses to community needs. The workgroup would recommend prioritizing the following types of programming and services at the Safe Services Space.

<p><b>Health, behavioral health, and wellness</b></p>	<p>Include wellness activities. Warm lines &amp; suicide prevention services</p>
<p><b>Peer-driven spaces</b></p>	<p>Self-help center where community members can engage in peer support. Peer-led group activities—whether arts or music, dance and exercise, etc.</p>
<p><b>Holistic approach to programming</b></p>	<p>Should incorporate a holistic approach that recognizes not just the need for services but also the need for reflection, support, arts, spiritual connection, and healing. It should be a caring space.</p>
<p><b>Offer Evening Services</b></p>	<p>Recommend having access beyond daytime 9-5 hours for community members and having evening programming.</p>
<p><b>Access to Technology &amp; Lending Libraries, etc.</b></p>	<p>Access to technology—charging stations, phones, computers, printers, copiers Art supplies Link with Central Library</p>
<p><b>Harm Reduction Services</b></p>	<p>Include fentanyl-testing sites and other harm reduction services. Safe sex education and supplies.</p>
<p><b>Centralize Donations to Skid Row</b></p>	<p>Create a managed donation center for centralizing donations to the Skid Row community that steers organizations towards specific needs identified by the community.</p>
<p><b>Mailboxes &amp; Mail Delivery</b></p>	<p>Expand availability from other sites if needed.</p>

<b>Programming &amp; Services Recommendations</b>	
<b>Services for Victims of Violence</b>	Domestic violence services and services for victims of sexual assault Include assistance of advocate who can accompany individuals for reporting to the police, questioning by police, and medical services.
<b>Legal Aid on-site</b>	Focus on: Citations/tickets, Warrant Clearing, Expungements Tenants' rights Immigration Assistance with IDs Child Custody Name changes and gender marker changes Benefits Counseling regarding work income & benefits
<b>Benefits Services On-Site</b>	Veterans Benefits CBEST and assistance with applying for disability benefits (SSI, SSDI, CAPI) EDD on-site or assistance with Unemployment benefits & State Disability Insurance DPSS on-site to apply for benefits, submit forms, resolve issues with benefits
<b>Work and Business Services</b>	Assistance with Street vendor licenses and other permits Assistance for Skid Row artists in creating fair contracts for their art Jobs Board Incubators for small business development
<b>Money Management</b>	Credit repair services. Banking alternatives.
<b>Other Services</b>	DMV on-site Veterinarian Services Shuttle Connector to library, grocery store, field trips

## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	A multipurpose space in Skid Row is operating with robust programming and participation by Skid Row community members.
<b>2</b>	Community partnerships are established and in operation to provide meaningful services in the secured Safe Services Space.
<b>3</b>	Establishment of a training program that ensures that partnering service providers and staff complete quarterly training around best practices (e.g. trauma-informed welcoming practices).
STRATEGIES	
<b>Short-Term</b>	Identify and secure a multipurpose campus within the Skid Row community utilizing a trauma-informed design model to build the space.
	Identify the roles and responsibilities of community ambassadors and use a trauma-informed recruitment and hiring strategy for hiring staff.
<b>Long-Term</b>	Staff, volunteers, and community members that use the safe services space are supported through trauma-informed services, trainings, and resources.
	Established peer-driven support space that encourages involvement and feedback of Skid Row residents in creating programming to support their peers.
	Establish arts and culture programming that uplifts Skid Row residents as a central element in the space.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure and track whether the designs they created have been implemented.

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures		
<p><b>1</b></p> <p>Implementation and analysis of a participant feedback survey regarding provided services.</p>	<p><b>2</b></p> <p>Number or percentage of resident requested services/events that are provided.</p>	<p><b>3</b></p> <p>Number of trainings completed (by whom and when).</p>



## Harm Reduction Health Hub



### Process:

At the June 2023 session, each workgroup went through a process to prioritize specific recommendations or components from the Skid Row Action Plan to build out in detail over the next sessions.

The Harm Reduction Health Hub workgroup prioritized the following:

### Recommendation

**Expand substance use services, capacity, and treatment options.**

### Key Components Prioritized

**Employ community members with experience of drug use and sex work.**

**Provide ongoing meaningful and relevant drug health education and support groups, involving drug users and supportive staff, as well as training in first aid, CPR, wound care, overdose reversals, and harm reduction and safe usage, etc.**

During the August and October sessions, the workgroup built the details of each of these key components. They also defined measures of success for each design that answer the question-- "How will we know if we have succeeded."

### Community Design Result:

Each workgroup's design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.

## Community Vision

Draw on the wisdom of persons with lived experience of substance use and sex work to create and deliver world-renowned, culturally appropriate harm reduction practices in Skid Row to end overdose related deaths by 2027.

## Key Themes

- We have an incredible, untapped talent pool of lived experts who can do this work.
- Harm reduction services is emotionally labor-intensive work that requires care and support for its workers.
- Employers and service delivery organizations must shift culture to adapt harm reduction practices and principles.
- Harm reduction services intersect with social justice calls for abolition, equity, and repair of past system harms.

## The Design



## Core Recommendations for Hiring and Retaining Staff with Lived Expertise

<b>Centralize hiring</b>	Centralize the hiring and retention of staff and independent contractors with lived experience through a preferred workforce staffing organization.
<b>Consistent livable wage</b>	Set a minimum livable wage and benefit package for harm reduction practitioners.
<b>Ensure organizational best practices</b>	Develop and implement an organizational self-assessment tool that all contracted providers must complete before hiring staff with lived experience to ensure best practices in policies and procedures are in-place to mitigate harm.

## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	Secure 3-to-5 year funding commitment to resource and hire a dedicated workforce intermediary to support the employment of staff and engagement of independent contractors with lived experience of substance use and sex work.
<b>2</b>	Systems are in place to ensure that people with lived experience of substance use and sex work are hired and integrated to deliver services.
STRATEGIES	
<b>Short-Term</b>	Secure agreement among harm reduction funders for a minimum living wage and benefits for all staff, including persons with lived experience of substance use and sex work that all contracted providers must abide by.
	Develop a harm reduction organizational assessment for agencies pursuing the hiring of staff with lived experience of substance use and sex work.
<b>Long-Term</b>	Develop a dedicated case management organization to support staff and independent contractors with lived experience of substance use and sex work.
	Develop/Contract with a workforce development administrator to oversee the hiring and retention of persons with lived experience of substance use for the Harm Reduction Health Hub.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure whether the designs they created have been implemented.

This workgroup recommended that the following measures are established and tracked for this component:

R e c o m m e n d e d   M e a s u r e s

<p style="text-align: center;"><b>1</b></p> <p>Allocated funding and contracts in place with a target of \$600,000–700,000 in order to fund a dedicated workforce intermediary to support the employment of staff and engagement of independent contractors with lived experience of substance use and sex work.</p>	<p style="text-align: center;"><b>2</b></p> <p>A minimum of 40% of all positions (including service delivery and management) are held by persons with lived experience of substance use and sex work.</p>
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## 23/7 Health Care Center



**Visualization:** Graphic harvester Viola Clark created a visualization of each workgroup's implementation recommendations.

### Process:

At the June 2023 session, each workgroup went through a process to prioritize specific recommendations or components from the Skid Row Action Plan to build out in detail over the next sessions.

The 23/7 Health Care Center workgroup prioritized the following:

### Recommendation

**Establish a Healthcare Center for residents to access health and behavioral health care 23/7.**

**Establish a Data Sharing Agreement with healthcare, mental healthcare, and substance abuse providers in Skid Row.**

### Key Component Prioritized

**All components were prioritized by the workgroup.**

**Promote coordination of health, mental health, and behavioral health to ensure a no-wrong-door policy and (re)connection to ongoing healthcare.**

During the August and October sessions, the workgroup built the details of each of these key components by answering a design question for each. They also defined measures of success for each design that answer the question-- "How will we know if we have succeeded."

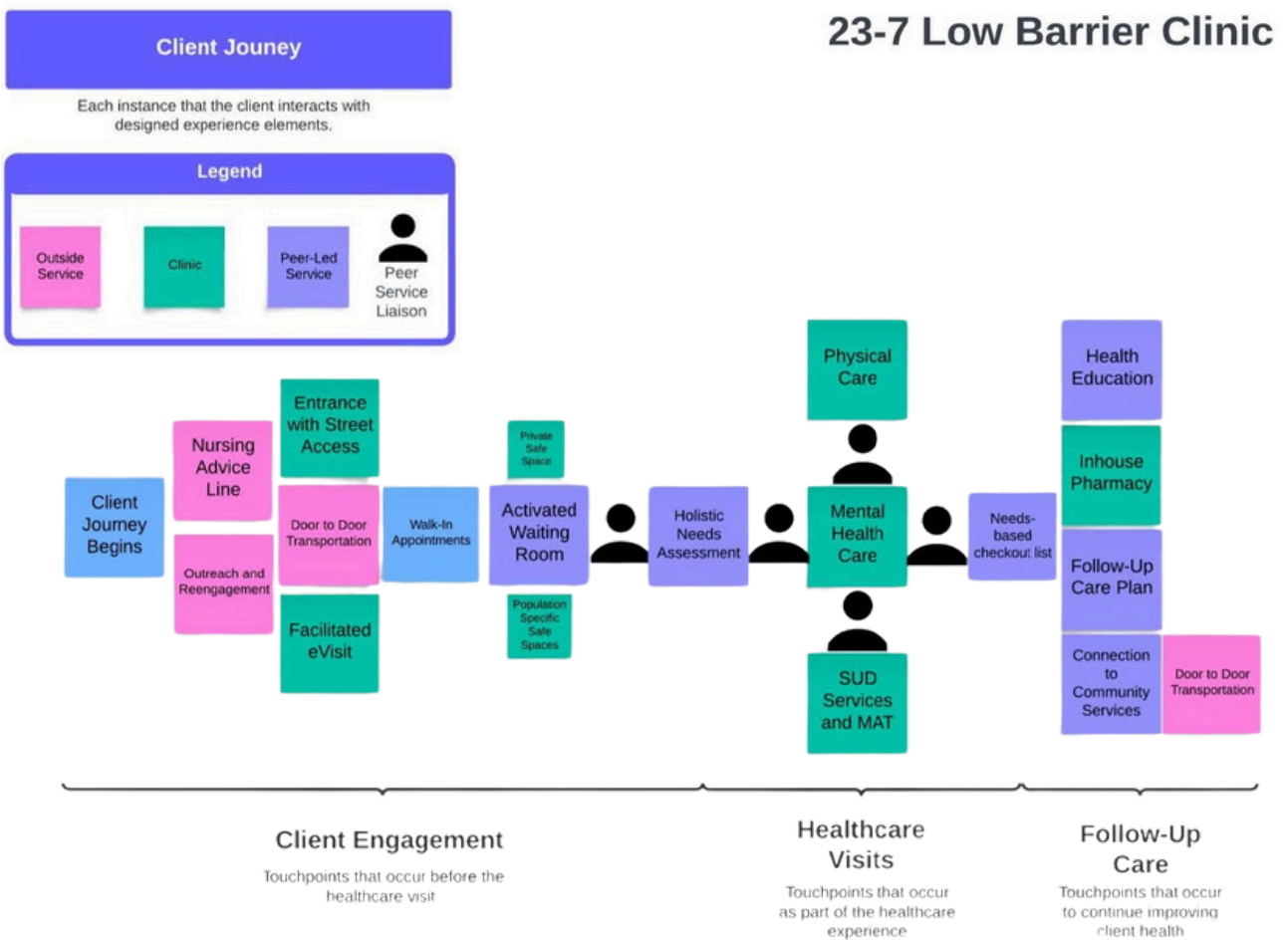
### Community Design Result: Establish Healthcare Center for residents to access health and behavioral health care 23/7.

Each workgroup's design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.

## Key Themes

- Services spaces need to feel welcoming and create a sense of belonging, including healthcare spaces.
- The healthcare center should reflect trauma-informed design and trauma-informed care.
- The healthcare center should provide responsive services including centering the work of peer liaisons.

## The Design



## Key Themes

Key Design Components			
Trauma-Informed Design	Trauma-Informed Care	Responsive Services	Community Accountability
<ul style="list-style-type: none"> <li>• No Police or Security Guards</li> <li>• Rounded Edges and Corners</li> <li>• Warm colors</li> <li>• Full of Life (Plants and Fish)</li> </ul>	<ul style="list-style-type: none"> <li>• Longer Visit Times</li> <li>• Integrated Care</li> <li>• Same Day Visits</li> <li>• Harm Reduction Training for Staff</li> <li>• Methadone Clinic On-Site</li> <li>• Provide trauma and emotional support for providers</li> </ul>	<ul style="list-style-type: none"> <li>• Center Peer Liaisons in the Design</li> <li>• Walk-in Appointments</li> <li>• Holistic Needs Assessment</li> <li>• Lower Patient to Staff Ratios</li> <li>• Nursing Advice Line Available</li> <li>• Door-to-door transportation available</li> <li>• Direct connection to SUD Beds and Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Create a consumer advisory council to guide and provide input on programming and service provision at the healthcare center.</li> </ul>

### **Community Design Result: Promote coordination of health and behavioral health care to ensure a no-wrong-door policy and (re)connection to ongoing services.**

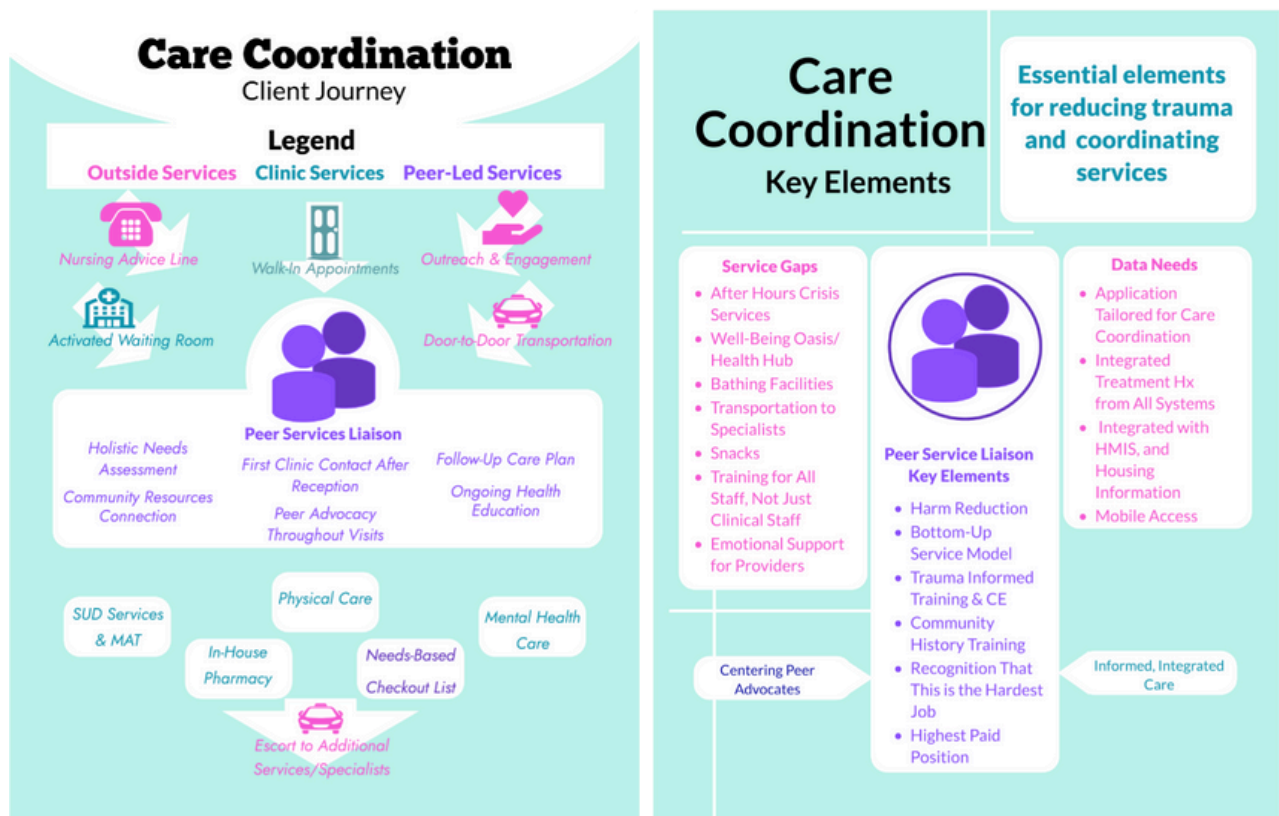
Each workgroup’s design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.



## Key Themes

- Transportation and access between systems of care and programs needs to be easy.
- All treatment history should be available to service providers in their native applications so as to coordinate care.
- Peer liaison is the hardest job in health care and compensation should reflect that.

## The Design



## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	Create healthcare clinics in Skid Row that have integrated care with robust and coordinated trauma-informed, harm reduction services that integrate peer service liaisons into the service delivery model.
<b>2</b>	Participating health care clinics in Skid Row show improvement in standard clinical performance metrics (with the addition of a patient experience and quality of life survey tailored to Skid Row residents).
<b>3</b>	Skid Row service providers actively utilize trauma-informed care, harm reduction, and evidence-based strategies.
STRATEGIES	
<b>Short-Term</b>	Begin training Skid Row service providers in trauma-informed care, harm reduction and Skid Row community history and resident experience.
	Design and develop peer service liaison job description and integrate the position into service design for new and existing services.
<b>Long-Term</b>	Create an integrated clinic in Skid Row with robust and coordinated trauma-informed, harm reduction services that integrate peers/service liaisons into the service delivery model.
	Use peer service liaisons to create warm handoffs between care systems that can coordinate transportation and travel with/accompany clients to health care visits.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure whether the designs they created have been implemented. .

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures		
<p><b>1</b></p> <p># of service providers and peer liaisons trained</p>	<p><b>2</b></p> <p>Percentage of clients that receive peer liaison services that then engage with outside services and engage between disciplines within the clinic</p>	<p><b>3</b></p> <p>Participating healthcare clinics in Skid Row establish standardize way to report clinical performance measures and survey responses</p>

# Additional Community Recommendations



**Visualization:** Graphic harvester Viola Clark created a visualization of each workgroup's implementation recommendations.

**Process:**

At the June 2023 session, each workgroup went through a process to prioritize specific recommendations or components from the Skid Row Action Plan to build out in detail over the next sessions.

The Interim Housing workgroup prioritized the following:

**Recommendation**

**Create local economic opportunities.**

**Key Components Prioritized**

**Prioritize community-based hiring and develop recruitment and retention practices which meet the needs of community members seeking employment.**

**Support local entrepreneurship through expansion of social enterprise programs.**

During the August and October sessions, the workgroup built the details of each of these key components by answering a design question for each. They also defined measures of success for each design that answer the question-- "How will we know if we have succeeded."

## Community Design Result: Prioritize Community-Based Hiring, a Trauma-Informed Employment Pathway, and Entrepreneurship Pathway Targeted to Skid Row Residents.

Each workgroup's design looks different and is dependent on the themes brought forward by workgroup members. The final design is the result of the broad themes that emerged and the specific elements the workgroup decided to put forward.

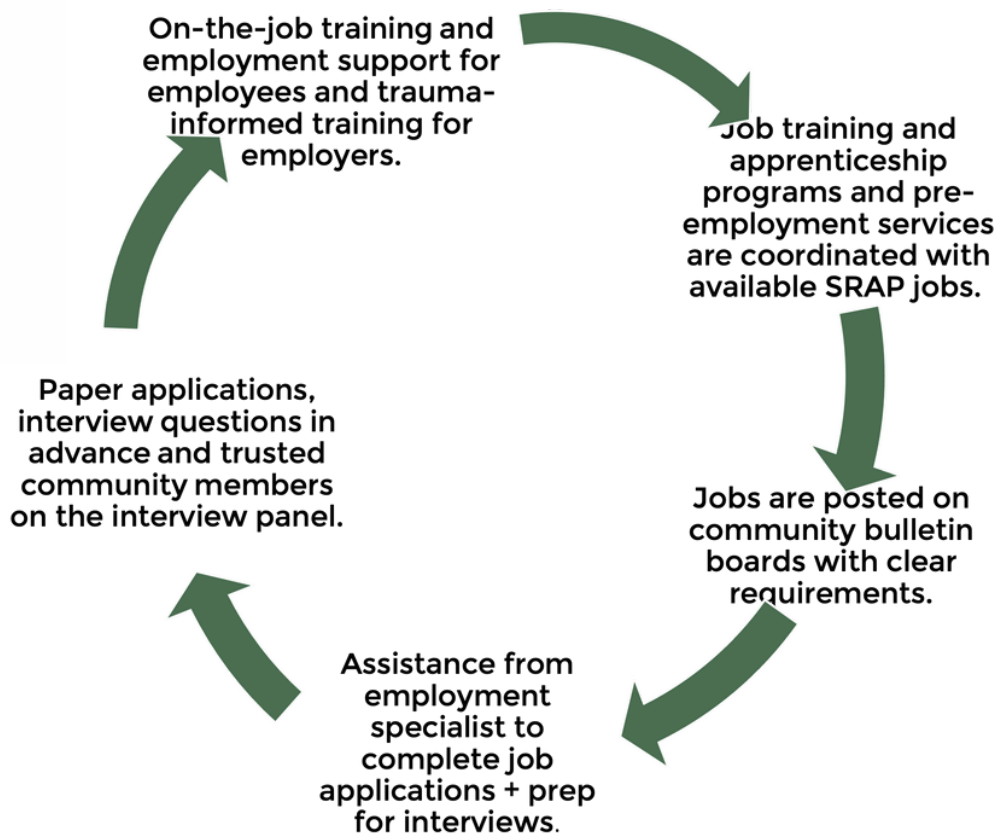
## Community Vision

Economic investment into the community through employment and entrepreneurship pathways will revitalize Skid Row into a thriving neighborhood in Downtown Los Angeles.

## Key Themes

- There is considerable energy among residents to implement these economic & community development designs.
- Residents want to revitalize Skid Row into a thriving neighborhood that is unique to the people who frequent the community.
- Many resources already exist and need to be targeted at a neighborhood level to the Skid Row community.

## The Design (Trauma-Informed Employment Pathway)



## Key Components of a Trauma-Informed Employment Pathway

<p><b>Job Search</b></p>	<p>Priority hiring for Skid Row residents. Jobs are posted not just online, but also on community bulletin boards with clear requirements. Recruitment should include posting at service provider locations and in permanent housing in Skid Row. Opportunities should include a spectrum of positions from entry-level to management and leadership jobs. The Safe Services Space should host quarterly job recruitment activities.</p>
<p><b>Job Preparation &amp; Training</b></p>	<p>Job training is specific and coordinated with available jobs. Expungement services are offered. Assistance with any required licensing. Create many entry points for job training in Skid Row, including at the Safe Services Space.</p>
<p><b>Application &amp; Interview</b></p>	<p>Applicants receive assistance from an employment specialist to complete job application and prepare for interviews. Create employer incentives to hire people with lived experience from Skid Row. Create a low-barrier application process with paper applications available. Interview committees should include people from the community who have been identified as ambassadors.</p>
<p><b>On-the-job support</b></p>	<p>Employers need to be trained in trauma-informed practices. Create employee support groups. Benefits counseling and financial literacy assistance is available.</p>

## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	Job and job training opportunities created through the Skid Row Action Plan are centralized, coordinated and disseminated to Skid Row residents
<b>2</b>	A minimum of 40% of the job opportunities created through the Skid Row Action Plan are filled with skid row residents utilizing a trauma informed training and recruitment strategies.
STRATEGIES	
<b>Short-Term</b>	Secure agreement among government entities responsible for implementing SRAP to target jobs and training opportunities created through SRAP to Skid Row residents. This includes centralizing existing resources and developing a dissemination plan across government partners.
<b>Long-Term</b>	Create a service hub in Skid Row with robust and coordinated trauma-informed employee recruitment, training and employment services.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure whether the designs they created have been implemented. .

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures	
<b>1</b>	<b>2</b>
Types and frequencies of recruitment, hiring, and professional development strategies that are trauma-focused and intended to develop a community-based workforce.	Number of individuals hired from Skid Row and as a percentage of the total of individuals hired through the Skid Row Action Plan.

## The Design (Entrepreneurship Pathway)





## Goals & Strategies

As part of completing a design of the key component, each workgroup also defined short and long-term goals and strategies to achieve those goals.

GOALS BY JUNE 2027	
<b>1</b>	Information about entrepreneurship opportunities, small business training and social enterprise programs will be centralized and disseminated to skid row residents.
<b>2</b>	A comprehensive entrepreneurship pathway will be developed for Skid Row residents which includes access to resources.
STRATEGIES	
<b>Short-Term</b>	Secure agreement among government entities to better coordinate and disseminate information about entrepreneurship opportunities and social enterprise programs to the Skid Row community.
<b>Long-Term</b>	Create a \$25M entrepreneurship fund/program targeted to residents of the Skid Row Community to promote small business ownership by residents of the skid row community.

## Measures of Success

Each community design workgroup answered the question— “How will we know if we have succeeded and that our designs have been implemented?” In answering this question, they defined concrete ways to measure whether the designs they created have been implemented.

This workgroup recommended that the following measures are established and tracked for this component:

Recommended Measures	
<b>1</b>	<b>2</b>
Tracking to show progress of how and to what extent has information about entrepreneurship opportunities, small business training and social enterprise programs will be centralized and disseminated to skid row residents.	Number of individuals hired from Skid Row and as a percentage of the total of individuals hired through the Skid Row Action Plan.

# Government Workgroups

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## Purpose & Process

After the first community design session in June, Change Well Project was asked by DHS Housing for Health to convene government workgroups to increase coordination between government entities related to the implementation of the SRAP recommendations.

We convened the government workgroups so that the government representatives in each workgroup could work together in partnership to try to improve the conditions of Skid Row and to be thought partners in terms of how each of their existing respective resources could creatively be brought to bear in the implementation of the Skid Row Action Plan. These workgroups also focused on working together to bring new resources into the implementation of the SRAP.

Each government implementation workgroup honed their initial purpose depending on various factors, including— (1) the existence of other existing workgroups with a similar purpose, (2) the need for immediate feedback to the community design workgroups, (3) the interest and needs of the government workgroup members to continue to work together on specific goals.

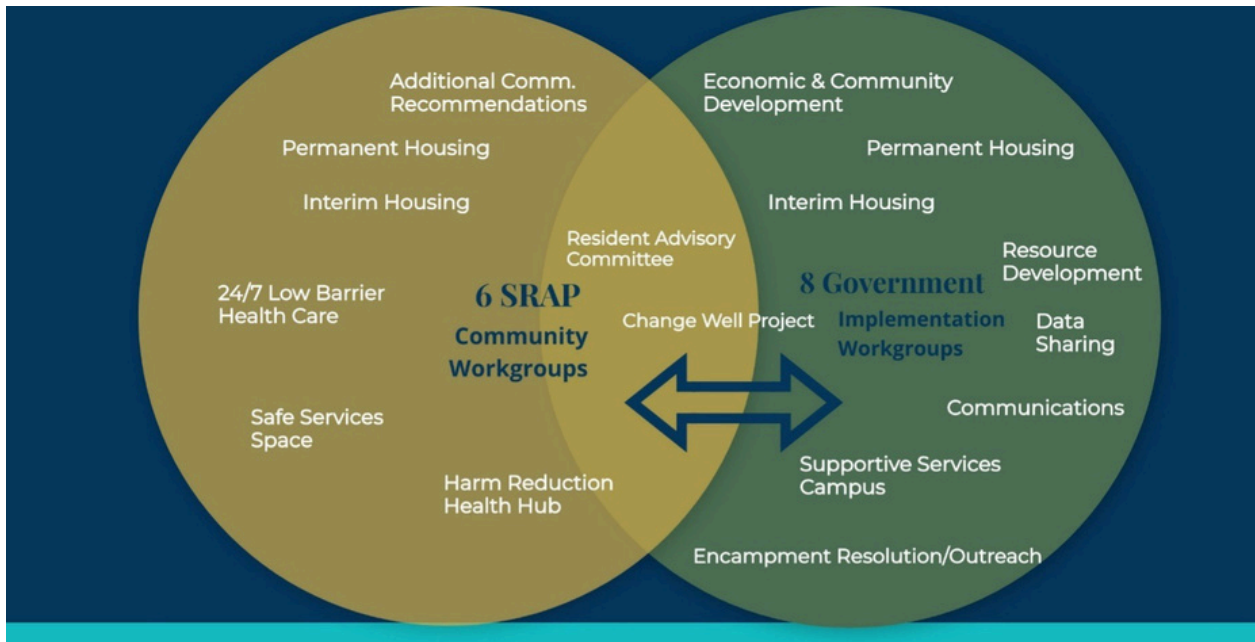
A central aspect of our role as convenors of the government implementation workgroups was to bring them into the design work that was happening through the community design sessions. We did this through recapping the results of each community design session – something that enabled the government implementation workgroups to start thinking about what implementation would look like in advance of the final community report-out and written report.

Each workgroup met virtually between 2-4 times from September to December 2023. During the final community design session that was held on December 7—each government implementation workgroup presented updates from their workgroup to the community design workgroups.

# Government Workgroups

## The Workgroups

There were eight government implementation workgroups formed. See image below for the eight workgroups.



The government implementation workgroups aligned with the SRAP community design workgroups in the following way:

Government Implementation Workgroup	Alignment – Community Design Workgroup(s)
Permanent Housing	Permanent Housing
Interim Housing	Interim Housing
Supportive Services Campus	23/7 Low Barrier Health Care Harm Reduction Health Hub Safe Services Space
Economic and Community Development	Additional Community Recommendations
Communications	All
Data Sharing	All
Resource Development	All
Encampment Resolution & Street Based Outreach	Most closely aligned to Interim Housing

# Government Workgroups

## The Workgroups

The workgroups included representation from the following government entities:

-  Los Angeles County Chief Executive Office- Homeless Initiative (CEO)
-  Los Angeles County Department of Mental Health (DMH)
-  Los Angeles County Department of Economic Opportunity (DEO)
-  Office of Mayor Karen Bass (Mayor's Office)
-  Los Angeles County Department of Health Services, Housing for Health & Harm Reduction Divisions (HFH and Harm Reduction)
-  Los Angeles County Department of Public Health- Substance Abuse Prevention and Control (SAPC)
-  Los Angeles Homeless Services Authority (LAHSA)

## Results

Gov't Implementation Workgroup	Results of Initial Meetings
<b>Permanent Housing</b>	<p>Workgroup focused on updating members regarding the (1) current status of new permanent housing coming online in Skid Row over the next several years, and (2) discussing the role of a Permanent Housing Resident Council in Skid Row.</p> <p>At the request of the workgroup, CWP hosted a Permanent Housing service provider listening session to gather detailed feedback on: (1) the most pressing current service gaps in buildings, (2) where providers see opportunities to enhance collaboration and coordination among other agencies, department, or service providers, and (3) models that providers are interested in piloting, exploring, or scaling in their PH.</p>
<b>Interim Housing</b>	<p>Workgroup focused on work that is already underway related to SRAP. This included setting workgroup goals related to: (1) reducing negative exits from IH by starting with assessing baseline existing data from all funders for reasons for exits from IH, (2) aligning exit reasons across funders with HUD exit categories, (3) sharing policies &amp; procedures for exits between funders, and (4) coordinating training activities for IH providers across funders.</p> <p>DHS would like to convene a sub-working group that focuses on building models for improving enriched services at IH sites.</p> <p>The workgroup decided that although most members attend a monthly call, they would like to continue meeting regularly to focus specifically on Skid Row Interim Housing and the above goals.</p>

# Government Workgroups

## Results

Gov't Implementation Workgroup	Results of Initial Meetings
<p><b>Supportive Services Campus</b></p>	<p>This workgroup focused on updating workgroup members on the three areas of recommendations related to the Supportive Services Campus (Safe Services Space, Harm Reduction Health Hub, 23/7 Health Care Center).</p> <p>The workgroup discussed the timeline and process for securing an appropriate physical space in Skid Row and the considerable funding that would be needed to implement the visions put forward by the community design workgroups.</p>
<p><b>Economic and Community Development</b></p>	<p>This workgroup focused on how they could implement the community design of a trauma-informed recruitment and hiring strategy to meet the goals of: (1) staffing at least 40% of jobs created through SRAP with community residents, and (2) how they could create a pathway to entrepreneurship opportunities.</p> <p>Identified current employment initiatives that exist within their agencies and departments and how they recruit people with lived experience to fill these job opportunities.</p> <p><b>Identified current challenges:</b></p> <ul style="list-style-type: none"> <li>• There is not a centralized tool or mechanism that compiles all of the employment opportunities from the various government partners in one space or platform that is accessible to community residents.</li> <li>• There is not a coordinated dissemination plan that targets people with lived expertise in neighborhoods like Skid Row that are disproportionately affected by extreme poverty.</li> <li>• Many of these employment opportunities may be available through subcontracted community-based providers, but there are no existing policies, requirements, or incentives to recruit and hire persons with lived experience.</li> </ul> <p>The group committed to continue meeting to find solutions to the challenges listed above. Change Well requested a volunteer to continue convening the group. We recommend that the next convener is a department or entity that has the primary goal of creating economic opportunities. While Housing for Health is committed to continuing this discussion, they would be happy to share the responsibility with another department that has expertise in this area.</p>
<p><b>Communications</b></p>	<p>Created an SRAP Communications Plan and initial workplan on communications regarding SRAP.</p> <p>Set goals for last quarter of 2023 and 1st quarter of 2024 for communications which included regular updates to the Skid Row community and identifying stories for press releases.</p>

# Government Workgroups

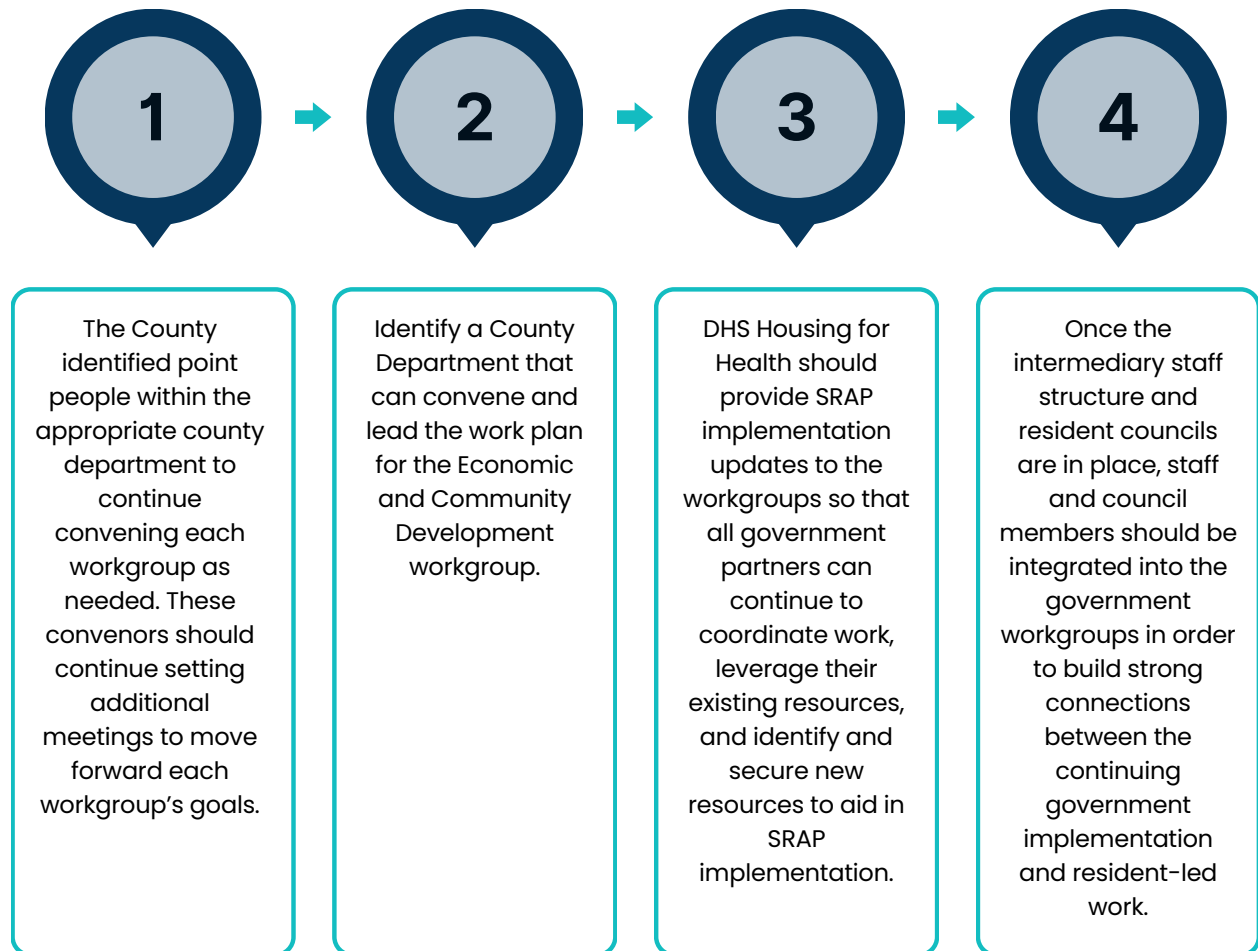
## Results

Gov't Implementation Workgroup	Results of Initial Meetings
<p><b>Data Sharing</b></p>	<p>Reviewed initial measures of success identified by community design workgroups.</p> <p>Began identifying sources of existing data that aligned with SRAP implementation goals, including reporting data related to Encampment Resolution Fund (ERF) grants.</p> <p>Identified gaps in data and potential data sources and potential partners to address gaps.</p>
<p><b>Resource Development</b></p>	<p>Began by reviewing existing sources of funding that can be leveraged for SRAP implementation.</p> <p>Identified priorities for initial funding asks for philanthropy.</p> <p>DHS Housing for Health hosted a Philanthropic Convening on Dec. 11 in partnership with the L.A. Center for Strategic Partnerships which brought together key philanthropic partners to learn about opportunities for investment in the Skid Row Action Plan.</p>
<p><b>Encampment Resolution and Street Based Outreach</b></p>	<p>This workgroup was formed because their activities are a main feeder into housing and in particular interim housing. Identifying the opportunities to coordinate amongst the existing outreach teams was the focus of this workgroup.</p> <ul style="list-style-type: none"> <li>• Established that LAHSA is currently convening the Skid Row Outreach Coordination meetings and that increased attendance will be the key goal moving forward.</li> <li>• Identified additional resources that can assist coordination efforts.</li> </ul> <p>Members of the workgroup agreed on the following work plan:</p> <ul style="list-style-type: none"> <li>• Continue to leverage the case conferencing space to better coordinate outreach among all providers.</li> <li>• Continue to convene this workgroup to:             <ul style="list-style-type: none"> <li>• Develop outreach standards and best practices – this will include approaches and strategies.</li> </ul> </li> </ul> <p>Moving forward Alexander Jung, LAHSA and Victor Hinderliter, Housing for Health, will convene this workgroup.</p>

# Government Workgroups

## Recommended Next Steps

We recommend the following next steps to continue coordinating the work of government partners in implementing SRAP.



# Broad Themes That Emerged from this Process

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## Larger Vision for the Skid Row Community

Skid Row is a neighborhood with a cohesive identity, existing community networks, vibrant arts, and prominent leaders who see a larger vision of economic prosperity, health, and well-being with thriving residents.

This vision became central to our design sessions and the driver of many of the designs presented above. There is tremendous momentum and an opportunity for an authentic relationship between government and community that drives together toward the meaningful transformation of the Skid Row Community. The aim of the Skid Row Action Plan will require a shift in traditional governmental approaches to meet the community where they are and adopting this larger vision, and see the drivers toward that aim as multifaceted, including, but not limited to, a service delivery model. This shift also moves from a deficit-based approach to an asset-based approach to community change that leverages the existing networks and their strengths and talents.

This vision received considerable energy from community residents, so much so that one of the workgroups formally requested a name change from the Additional Community Recommendations workgroup to Economic and Community Development. This name change is not superficial; it elevates the community vision out of the parking lot of “all the other ideas that don’t fit into a service delivery model” and puts it front and center as the main driver of the entire Skid Row Action Plan. Through this lens, we can see that partnership with the community, the approach that is utilized, the level of commitment to transparency, and how we value community participation is critical to building a long-term relationship based on trust and mutual respect.

## How We Create Space Matters

The planning process (Phase I) and implementation design process (Phase II) were rooted in community power building and place-based community-centered approaches that resonated with the attendees and the community residents. The design itself was intended to be trauma-informed in that it acknowledged the legacy of and real-time experience of disenfranchisement by individuals experiencing homelessness. The collective design and intentionality of the meeting design made a difference in the perception of the likelihood of a successful result.

The positive experience of the community, plus the incredible designs resulting from this process, highlights the tremendous power of an inclusive, participatory, and equitable process and makes the argument for this approach to be continued throughout the implementation of the Skid Row Action Plan.



# Broad Themes That Emerged from this Process

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## How Government Shows-up Matters

Change Well Project was invited to be the stewards of the community design process. Although we thoughtfully designed the meeting space, one critical element of the recipe was the participation of government entities as co-designers alongside community members. As stewards of public funds and service delivery systems, showing up, participating in a community process as co-equals, and being transparent about what is happening behind the scenes is critical to repairing the harms of disenfranchisement. While four community meetings didn't repair decades of mistrust, they did open the dialogue and built momentum in a positive direction. Repairing trust with the Skid Row Community will require an ongoing commitment from the government entities to transparency, consistency, and an inclusive process.

## How We Value Community Participation Matters

Another theme that emerged with the Resident Advisory Committee as we engaged them in the co-design process was equity in compensation. While it is essential to center resident voices, we must also acknowledge the value of the contribution, intellectually, emotionally, and physically, and compensate them accordingly via employment opportunities, contracted consulting opportunities, or stipends that reflect the actual value of the work. The caution here is that different benefits can be affected by earned income. However, everyone should be allowed to make an informed decision with the appropriate benefits counseling rather than applying a universal compensation approach that artificially keeps compensation low for all individuals.

## Recommendations

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### Recommendation #1.

#### **Shift the Aim for the Skid Row Action Plan**

Meeting the larger community vision requires government partners and other investors to shift the aim of SRAP from a service delivery model delivered by government and non-profit providers to a place-based or neighborhood strategy that improves the material conditions by investing in the long-term health and well-being of the community. This shift in aim also requires additional drivers and strategies, including economic and community development strategies that the community sees as critical to the long-term success of the plan. Government and community service providers cannot achieve this alone. This community transformation requires a robust partnership with community residents that centers on community regeneration, self-determination, and community power building. This framework is the lens by which we make the following recommendations.

### Recommendation #2.

#### **Leverage Existing Community Networks**

In a County and City of the size and scale of Los Angeles, it is virtually impossible for programs to keep up with service demand. Leveraging and strengthening the existing networks offer a unique opportunity to address the conditions necessary for sustainable success. One of many examples of this is the Skid Row Arts Council. Creativity and passion are abundant in the Skid Row Community, and developing the partnership with the Skid Row Arts Alliance, which coalesces the leaders in the art space, will naturally inspire a new approach to community development and beautification of the neighborhood.

### Recommendation #3.

#### **Leverage Additional Government Partners**

Residents rightfully insisted that we should be thinking about ensuring that residents of Skid Row benefit from the jobs created through the Skid Row Action Plan at every step of implementation through the trauma-informed recruitment, hiring, and post-employment resources model. The primary challenge that surfaced during the conversations with government partners is that although many promising employment strategies are currently underway at the Los Angeles City Mayor's Office, Los Angeles Homeless Services

Authority (LAHSA), Los Angeles County Department of Mental Health (DMH) and Los Angeles County Department of Substance Abuse Prevention and Control (SAPC), they are happening in silos and not coordinated in a way that makes it easy for residents to understand or access. Additionally, these strategies target residents in the county or city and not people with lived expertise in the Skid Row Community. Los Angeles County Department of Health Services has been primarily responsible for this effort; moving forward, they will need the support of other County Departments to implement the community's vision of well-being and economic prosperity. Change Well recommends that Supervisor Hilda Solis direct the Department of Economic Opportunity to coordinate this effort in partnership with the Mayor's Office of Economic Opportunity and the Los Angeles Homeless Services Authority.

Furthermore, the workgroup should take on the responsibility for exploring and implementing the following solutions:

- Coordinate existing employment pathways to target jobs for the residents of the Skid Row Community, especially those jobs that will arise directly from the Skid Row Action Plan.
  - Utilize the trauma-informed recruitment, hiring, and post-employment support model designed by the Additional Community Recommendations Workgroup.
  - Use this as a prototype to target various employment opportunities for residents in the Skid Row Community.
- Include contractual requirements for all Skid Row Action Plan subcontractors to prioritize hiring Skid Row residents using a trauma-informed recruitment and hiring process as detailed in the community designs.
- Include incentives for subcontractors to prioritize hiring persons with lived expertise who reside in the Skid Row Community.
- Develop career pathways with the County and City government structures.
  - Identify and eliminate hiring practices and other barriers to employment.
- Develop a \$25 million dollar entrepreneurship fund that targets residents in Skid Row.

#### Recommendation #4.

### **Center Residents as Partners in the Implementation of the Skid Row Action Plan**

The work of the Skid Row Action Plan thus far has been a participatory process that brought together community residents, service providers, and government partners to co-design a vision for a thriving community. While the thoughtful community designs that emerged from the process are inspiring, hopeful, and achievable, and the process strengthened the existing network, it also made visible the necessity for a resident-led collective voice to be integral throughout the implementation of the Skid Row Action Plan and beyond. The current structure of a short-term advisory council that sits at arm's distance from the County does not lend itself to the ongoing participation of residents in this process in a meaningful way. To truly partner with residents equitably and effectively, the County must invest in formalizing resident participation in the following recommended ways.

## Integrate Resident Participation

Each community design group expressed the integration of Skid Row residents as the cornerstone of the implementation phase and beyond. They envisioned multi-layered participation as co-design partners, implementers, advisors, and individuals who staff many of the key services and spaces that will be implemented as part of the plan. If we pull out the key design elements from each workgroup, we can see that leveraging the expertise of Skid Row Residents is echoed throughout as advisory councils, employed peer liaisons, employed community ambassadors, and other paid staff positions:

- **Permanent Housing:** Create a resident housing council with paid positions for council members to serve as the central conduit for centering the community and resident voice in housing planning, maintenance, and resources and developing and leading training.
- **Interim Housing:** Create an interim housing council to represent interim housing participants and advocate for system adaptation based on community feedback and to provide training to interim housing service providers.
- **Safe Services:** Prioritize recruitment for paid positions (greeters, community ambassadors, other staff) from the Skid Row community.
- **Harm Reduction Health Hub:** Draw on the wisdom of persons with lived experience of substance use and sex work to create and deliver world-renowned, culturally appropriate harm reduction practices in Skid Row
- **23/7 Health Care Center:** Use peer service liaisons to create warm handoffs between care systems that can coordinate transportation and travel with/accompany clients to health care visits.
- **Additional Community Recommendations:** A minimum of 40% of the job opportunities created through the Skid Row Action Plan are filled with Skid Row residents utilizing trauma-informed training and recruitment strategies.

While each design articulated the conduit for resident participation in slightly different ways, an important theme from the discussions was that community residents' emotional and physical labor in these and other similar processes needs to be valued, formalized, and compensated as it is with organizational and government partners. We often devalue resident participation by distributing gift cards and food. The group expressed that this practice must change in the future if we want to value everyone's participation equally. The ideas for compensation centered around employment but included contracts, stipends, and volunteer positions. This range of options considered the various economic realities of residents and the options they may want to take advantage of given their financial circumstances. Please note that at the time of the design, the group is searching for a name other than "advisory board" or "advisory council" to represent the role of these bodies more appropriately.

### **Establish a Resident Led Intermediary Structure**

Creating a resident-led intermediary structure has been an effective mechanism in other sectors for centering resident leadership and ensuring that they are equitably compensated for their labor. The central idea is that a paid resident-led team serves as the convener and channel for communication between various parties working together toward the same aim of community transformation. It is important to note that this is not intended to be a service delivery team but a team doing the critical work of supporting, developing, and maintaining communication amongst community partners and networks. Another key aspect is that during its evolution a resident-led intermediary is supported by a community-based non-profit entity that can employ residents, support capacity-building and training opportunities, and provide critical resources that residents need to be successful.

Change Well Project raised the idea with the Skid Row Action Plan Resident Advisory Committee and the larger design groups. We had an initial conversation about the leadership role of the resident-led intermediary and its participation in the implementation of the Skid Row Action Plan. While the role of the intermediary should be discussed in more detail and co-designed with community residents, Change Well proposed the following ideas to begin the conversation. Based on our experience in other place-based, resident-led initiatives, the scope of work of the intermediary can include but not be limited to the following areas:

- Participate in government implementation workgroups.
- Facilitate ongoing meetings with Skid Row residents and community-based organizations to continue strengthening the network partnerships, communicate updates regarding implementation, and communicate community priorities and feedback to government partners.
- Coordinate and support the resident advisory councils.
- Advocate for the employment of peer liaisons and community ambassadors and coordinate training.
- Provide training to service providers on topics such as trauma-informed practices, harm reduction, and de-escalation.
- Facilitate community listening and feedback sessions.
- Increase community awareness and access to needed services created through the plan.
- Conduct regular (biennial) community assessments and network partnership evaluations.
- Capture qualitative feedback about service delivery and community service providers.

Resident Advisory Committee members expressed interest in exploring existing models. There are several models that we can look to within Greater Los Angeles to imagine how this can be structured including the Magnolia Community Initiative and the Youth-led Intermediary work emerging through the Los Angeles Continuum of Care. In order to facilitate information-sharing on one existing model-- we arranged a meeting with the Resident Advisory Committee, members of a youth-led intermediary, and Housing Justice Collective, one of three support organizations for the youth intermediary, to explore the youth intermediary model, the lessons learned about how to structure the partnerships, the leadership roles the youth have created, and the work they have accomplished together.

After a great conversation, one takeaway was lessons learned about the structure and support required to succeed and how the host organization's role can evolve.

- Apply for and receive public and private funds to support the resident-led intermediary.
- Provide leadership opportunities to Skid Row residents via trauma-informed employment practices who will be leading the work.
- Include a variety of pathways to leadership opportunities, contracts, stipends, and volunteer positions. While the primary focus is on employment, we did not want to exclude those who wish to participate in other ways.
- Provide the post-employment supports highlighted throughout the community designs, including mentorship, training, capacity building, benefits counseling, and other wellness resources as team members' needs emerge.

Coalescing these ideas into a structure, the intermediary can be visualized as follows:



These initial ideas require a fuller discussion with community residents using the recommendations of inclusion, transparency, and valuing the contribution of residents. It is important to note that there are a few reasons to establish the intermediary urgently. Currently, there is no active Resident Advisory Committee and no mechanism to compensate residents; therefore, it creates challenges to ask for more time from residents to co-design the intermediary. Establishing the intermediary is the mechanism to compensate residents and, once established, can initiate a co-design process. Change Well recommends the following process to quickly come to a high-level agreement on an initial design for a resident-led intermediary and “advisory councils”:

- Work with a team of community residents to establish a set of criteria for the host organization that will house the resident-led intermediary.
- Select and fully fund the support organization that will commit to the trauma-informed recruitment and hiring strategy and provide the right support to residents as they assume leadership roles.
- Once established, the support organization will use a trauma-informed strategy to recruit and hire the resident-led team.
- Once hired, the resident-led team can convene community residents to establish the process for recruiting and compensating “advisory council” members.
- Once the intermediary staff structure and resident councils are in place, staff and council members should be integrated into the government workgroups to build strong connections between the continuing government implementation and resident-led work.

## Conclusion

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The Skid Row Action Plan community design process convened a broad range of community stakeholders who invested their time, passion, experience, and hope in the development of these recommendations. Their vision of the transformation of Skid Row into a vibrant neighborhood that offers empowering opportunities for unhoused and housed residents is possible as this vision has created a table of many interested parties with resources. As these recommendations are considered for implementation, it will be important to continue the integration of community members, prioritizing those with lived experience, to honor the meaningful engagement of this effort and ensure recommendations are implemented in alignment with the intentions set by all who contributed.



## Appendix A: Community Agreements

- I am because you are – when I look at you, I see me. Kapwa and Ubuntu.
- Take the position of the other person.
- Compassion – the right to be respected.
- Respect.
- Lean into curiosity and not fixed views.
- Take space, make space.
- Speak your truth.
- Active listening.
- Be present in the moment; no phone or reading emails.
- Healthy goals.
- Solutions oriented.
- Empathy.
- Positivity.
- Open to change.
- Listen louder than you talk.
- Active listening.
- Show up!
- Speaking power to truth.
- Know your biases.
- Leave a man with his dignity.
- Talk from your own experience; use “I” statements.
- Agree to disagree.
- Two things can be true at the same time.
- Talk just enough.
- Talk to community; talk here.
- Skid Row is like any other community – there are a lot of different points of view.
- Allow each participant to speak.
- Listen intently.
- This is a NEIGHBORHOOD! People know each other here.
- Lead by example.
- Being open with yourself; make goals for you and your investments.
- Time for feedback; honor everyone’s feedback.
- Being able to view the vision.
- Listen intently while others speak.
- Humility.
- Being open minded and learning from each other to help build community.
- Respect.
- Collaborative.
- Leave your agenda at the door (be open).
- A space that has actionable items.
- A space focused on “solutions talk.”
- Healthy conflict.
- Positive thinking!
- Someone may talk loud out of passion and not anger, and someone may be angry and it is okay as long as they do not express their anger with violence.
- Watching out for one another.

## Appendix B: Pixar Stories

### Permanent Housing Pixar Story

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**Once upon a time** there was a permanent housing resident who felt unsafe, unsupported, and disconnected.

**Every day**, they felt concerned about the safety of the building. They felt that the staff was not aware of the need of the residents and that no one was listening to them.

**Because of that**, there is not a sense of community and connection. **Because of that**, they were not a fully trauma-informed community.

**Until finally**, these residents came together. The residents used their voice to advocate for safety, staff training, events, and community. As a result, the buildings started to feel supportive like the name suggests and the community started to become trauma-informed in all aspects.

### Interim Housing Pixar Story

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**Once upon a time** there was not enough specialized spaces (or enough support for the spaces that exist). There were a lot of people living outside without an appropriate place to go.

**Every day**, there are various groups of people including women, families, black people, young people and veterans, who struggle to find interim housing and services to their individual needs. There are also service providers who don't have adequate resources to provide services and space to these populations.

**One day**, all the providers, community members, government entities, & funders came together to create a plan to address needs, align goals, and create an action plan to address the needs of the community and address funding issues. This became Air Traffic Control (ATC).

**Because of that**, all of the interim housing sites gained the resources needed to provide the right level of service for those that traditionally were not being served. **Because of that**, people were able to get access to services and had the space and time for recovery and planning. Until finally, permanent housing started to function. It no longer took a year to complete inspections. People were able to move through interim housing and get permanent housing.

## Appendix B: Pixar Stories

### 23/7 Low Barrier Health Center Pixar Story

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**Once upon a time** there was a man who was discharged from LA General Hospital with a severe heart condition.

**Every day** since he lived in Skid Row in a tent and because he was worried about his belongings, where to get food, safe water, obtain the substances that helped him with his internal pain, he didn't follow up with the prescribed meds and follow-up appts at the time of discharge because they were not accessible in his neighborhood.

**One Day**, he met a professional, empathetic, well-paid community health worker (CHW) who told him about a 24/7 integrated healthcare, mental health and substance use support center that was located very close to where he lived in his tent. The CHW accompanied our man to the center and oriented him to the services available.

**Because of that** he was able to connect to a trauma-informed, harm reduction-knowledgeable medical provider who listened LOUDLY to what our man needed. **Because of that** he was able to form a trusting relationship with this caring, stable staff and learn about services and resources that were necessary to help our man reach his goals.

**Until finally** his quality of life and health greatly improved because he developed knowledge and trust in his ability to access caring, kind, patient-centered medical and mental health services in his neighborhood.

### Harm Reduction Health HUB Pixar Story

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**Once upon a time** there was a racist and classist war on drugs that led to a lot of people being locked up and dying. One of the people was Bonita, a transwoman drug user.

**Every day**, they realized that they could not meet their needs and was not accepted for the way they looked and that made it hard to have a fulfilling life. They tried to have their needs met in hospitals, clinics, housing where they experienced medical violence and watched friends die.

**Because of that**, they did not have their voice heard due to stigma. **Because of that**, they lacked access to housing and Bonita's HIV symptoms got worse.

## Appendix B: Pixar Stories

**Until finally**, the community came together. Mayor Bass approved an overdose prevention center (OPC) where Bonita and their friends finally had a place where they belonged. Bonita was hired by the center and opened the doors for others to come through. Soon state laws changes around drug use and gave money for harm reduction and enough resources to meet people where they are. Bonita was eventually appointed to the national special council of drug policy and harm reduction and was then elected president where they decriminalized drug use at the national level.

### Safe Services Space Pixar Story

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**Once upon a time**, there was a community that existed and was interrupted, there was no place to go to find a safe services space. Not long ago, there was a community that needed a safe and secure place to go, that needed a community services provider for individuals who were displaced and in need of mental health assistance.

**Every day**, the people searched for help and were ignored. They searched and cried for help. They would be redirected from place to place, not really getting the services they need; people dreamed about having a safe services space.

**One day**, everyone in Skid Row walked into the Safe Services Space workgroup. "A person is having a bad day and needs a safe place to heal." After continually searching, crying and asking for help, they found a safe and secure place. Their voices were heard. Every day, people wore pajamas and lived life slow.

**Because of that**, People came together to design an all-encompassing service center where nobody would be turned away. The cries for help lowered but were not completely silent. There lived a little boy who was misled. Until, finally, led by another little boy and this is what he said. Because of that, People were affirmed. People began to heal. People began to live with purpose. Because of that, people were behavin' like they ought to, good. They had to get more chairs. Dreams became reality and prayers were answered. Laws were stern and justice stood.

## Appendix B: Pixar Stories

### Additional Community Recommendations

#### Pixar Story

**Until finally**, a center was created that restored dignity to the community members of need and started to help folks get connected to things that they requested. They found a safe space that was welcoming and allowed them a chance to open up and address some of the problems they had. This was the safe services space folks dreamed about. There was music. The cries were truly heard, and complete services were made available to all. Everyone healed, and there was no more trauma. The community had a voice. All was calm.

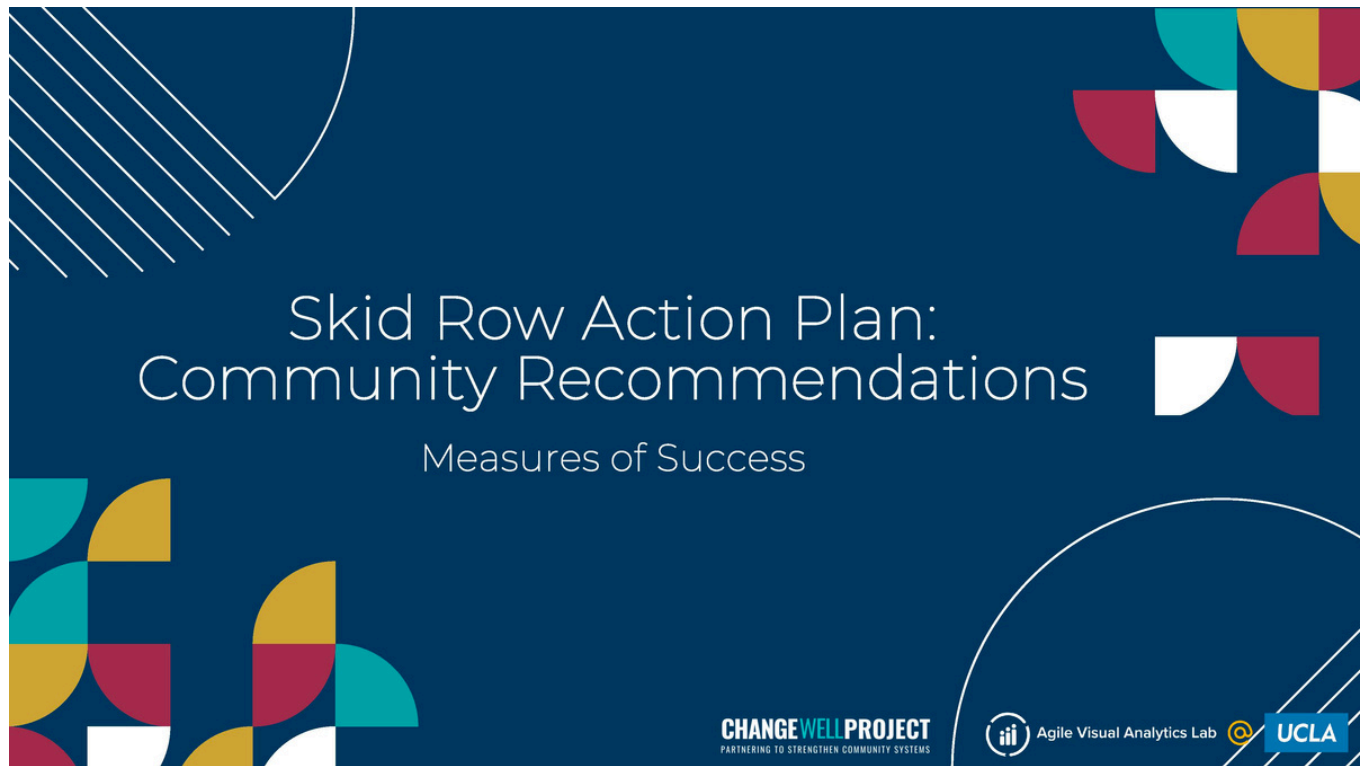
**Once upon a time** there was an elephant graveyard where there was despair, hopelessness and an uncertainty of vision.

**Every day**, there was survival in the face of confusion about how to access economic opportunities causing pain, stress, and disillusionment about the American Dream. One day a group of individual residential visionaries came along and brought hope and knowledge and began to believe in themselves.

**Because of that**, the people with resources that lived at the top of the mountain saw and listened to the people's vision. Because of that, there was an integration, and all economic opportunities were made available to all people.

**Until finally**, everyone was well fed, beautifully clothed, housed and lived in harmony and economically secure in mind, body, soul and resources. Also, there was peace and joy in the land.

## Appendix C: Measures of Success



### Permanent Housing

**Focus Areas**

Create a resident council of individuals who live in publicly funded permanent housing in Skid Row, which reports to a committee of leaders from City of Los Angeles, County of Los Angeles, and Department of Housing and Urban Development. It will have focus on improving the safety, maintenance, and physical conditions of current permanent housing stock in Skid Row, and develop a written minimum standard of housing in Skid Row.

**Strategies**

Short-term	Establishment of structure to facilitate and support the operations of the Permanent Housing Council.
Short-term	Create a communication process for all housing matters in Skid Row from government entities to the Permanent Housing Council so that all Skid Row tenants are informed of housing-related matters and information, resources and support is shared in a unified and clear way to Skid Row residents.
Long-term	The Permanent Housing Council will be established with 5 different functioning committees: Tenant, Stakeholder, Community Engagement Committee; Build Environment Improvement Committee; Training Committee, and Eviction Prevention Committee. There would be an opportunity to work with the Interim Housing Council on shared committees.
Long-term	The Permanent Housing Council is consulted on and participates in trainings for staff at permanent housing sites.

**Goals by June 2027**

- 1 Establishment of the Permanent Housing Council with Committees to provide community voice to housing in Skid Row while acting intermediary between permanent housing residents in Skid Row and government and service partners.

**Recommended Measures**

- 1 Number of Council staff with lived experience of being a resident in publicly funded housing in Skid Row (ideally this would be between 8-12 people)
- 2 Number of trainings provided in consultation with the Permanent Housing Council & resulting number of staff trained

## Appendix C: Measures of Success

### Interim Housing

Focus Areas	
	<p>Implement policies and procedures to reduce the experience of returning to the street. All exits will be reviewed and approved by the funder.</p> <p>Policies would be intended to reduce exits to the street by building minimum standards and training and support for interim housing providers to meet those standards.</p>
Strategies	
Short-term	<p>Define minimum standards for interim housing providers in order to improve access to interim housing and reduce exits to the streets.</p> <p>Create an interim provider self-assessment tool for providers to identify their training needs in order to meet minimum standards. Conduct a system wide assessment of training needs for meeting minimum standards.</p>
Long-term	<p>Develop support systems for providers aimed at improving access to interim housing and reducing exits to the streets. This could include a hotline providers can use to request support, decision trees and other tools for providers, and improved referral pathways.</p> <p>Build a training curriculum based on minimum standards and their training needs identified in the interim housing provider self-assessment.</p>

Goals by June 2027	
1	Interim housing providers will be trained in areas of needed support in order to improve access to interim housing & reduce exits to the street.
2	Ongoing support and technical assistance for interim housing providers will have improved access to interim housing and will have reduced exits to the street.

Recommended Measures	
1	Number of IH providers that have received training and the number of follow-up requests for support.
2	Gather data on current exits to the street and current exits to permanent housing. Measure reductions in % of exits to the street and increases in exits to permanent housing.



### Interim Housing

Focus Areas	
	<p>Create an Interim Housing Council, which reviews non-client specific interim housing complaints and works with Interim Housing providers and/or funders to resolve.</p>
Strategies	
Short-term	<p>Establishment of structure to facilitate and support the operations of the Interim Housing Council.</p> <p>Formation of an Interim Housing Council of current or recent interim housing participants, with the goal to provide feedback on the on-going implementation of Skid Row Action Plan Interim Housing recommendations.</p>
Long-term	<p>The IH council will work with stakeholders to support the implementation of Interim Housing recommendations in the Skid Row Action Plan. The IH council will conduct regular listening and feedback sessions with interim housing participants, providers, and community members to ensure that community voice continues to influence the SRAP.</p>

Goals by June 2027	
1	An Interim Housing Council is established that holds space for interim housing residents' voices to be heard and represents residents through system advocacy.
2	Interim Housing Council visits will inform policy recommendations, advocacy and the focus of the Interim Housing Council.

Recommended Measures	
1	Number of regular schedule of visits to interim housing sites
2	Number of listening and feedback sessions hosted in Skid Row re: Interim Housing system
3	Tracking of accepted policy recommendations



## Appendix C: Measures of Success

### Safe Services Space

**Focus Areas**

- Create a low-barrier space for services and connections.
- Provide Comprehensive services, including an arts and community space.

**Strategies**

Short-term	Identify and secure a multipurpose campus within the Skid Row community utilizing a trauma-informed design model to build the space.
	Identify the roles and responsibilities of community ambassadors and use a trauma informed recruitment and hiring strategy for hiring staff.
Long-term	Staff, volunteers, and community members that use the safe services space are supported through trauma-informed services, trainings, and resources.
	Establish peer-driven support space that encourages involvement and feedback of Skid Row residents in creating programming to support their peers. Establish arts and culture programming that uplifts Skid Row residents as a central element in the space.

**Goals by June 2027**

- Community partnerships are established and in operation to provide meaningful services in the secured safe services space.
- Establishment of a training program that ensures that partnering service providers and staff complete quarterly training around best practices (e.g. trauma-informed welcoming practices).

**Recommended Measures**

- Implementation and analysis of a participant feedback survey regarding provided services
- Number or percentage of resident requested services/events that are provided
- Number of trainings completed (by whom and when)



### Harm Reduction

**Focus Areas**

- Employ Community Members with Experience of Drug Use & Sex Work
- Provide ongoing meaningful and relevant drug health education and support groups, involving drug users and supportive staff, as well as training in first aid, CPR, wound care, overdose reversals, and harm reduction and safe usage, etc.

**Strategies**

Short-term	Secure agreement among harm reduction funders for a minimum living wage and benefits for all staff, including persons with lived experience of substance use and sex work that all contracted providers must abide by.
	Develop a harm reduction organizational assessment for agencies pursuing the hiring of staff with lived experience of substance use and sex work.
Long-term	Develop a dedicated case management organization to support staff and independent contractors with lived experience of substance use and sex work.
	Develop/Contract with a workforce development administrator to oversee the hiring and retention of persons with lived experience of substance use for the harm reduction health HUB.

**Goals by June 2027**

- Secure a 3 to 5 year funding commitment to resource and hire a dedicated workforce intermediary to support the employment of staff and engagement of independent contractors with lived experience of substance use and sex work.
- Systems in place to ensure that people with lived experience of substance use and sex work are hired and integrated to deliver services.

**Recommended Measures**

- Allocated funding and contracts in place with a target of \$600,000-700,000 to resource and hire a dedicated workforce intermediary.
- A minimum of 40% of all positions (including service delivery and management) are held by persons with lived experience of substance use and sex work





## Appendix C: Measures of Success

### 23/7 Healthcare

Focus Areas	
	<p>Establish a Healthcare Center for residents to access health and behavioral health care 23/7.</p> <p>Promote coordination of health, mental health, and behavioral health to ensure a no-wrong-door policy and (re)connection to ongoing healthcare.</p>
Strategies	
Short-term	<p>Begin training Skid Row service providers in trauma-informed care, harm reduction, and Skid Row community history and resident experience.</p> <p>Design and develop service liaison job description and integrate the position into service design for new and existing services.</p>
Long-term	<p>Create an integrated clinic in Skid Row with robust and coordinated trauma informed, harm reduction services that integrate peers/service liaisons into the service delivery model.</p> <p>Use service liaisons to create warm handoffs between care systems that can coordinate transportation and travel with/escort clients to next visit.</p>

Goals by June 2027	
1	Skid Row service providers actively utilize trauma informed care, harm reduction, and evidence based strategies.
2	Participating healthcare clinics in Skid Row show improvement in standard clinical performance metrics. (with the addition of the patient experience and quality of life survey tailored to skid row residents).

Recommended Measures	
1	Number of service providers and peer liaisons trained
2	Percentage of clients that receive peer liaison services that then engage with outside services and engage between disciplines within the clinic
3	Participating healthcare clinics in Skid Row establish standardize way to report clinical performance measures and survey responses



### Additional Community Recommendations

Focus Areas	
	<p>Prioritize community-based hiring and develop recruitment and retention practices which meet the needs of community members seeking employment.</p>
Strategies	
Short-term	<p>Secure agreement among government entities responsible for implementing SRAP to target jobs and training opportunities created through SRAP to Skid Row residents. This includes centralizing existing resources and developing a dissemination plan across government partners.</p>
Long-term	<p>Create a service hub in Skid Row with robust and coordinated trauma informed employee recruitment, training and employment services.</p>

Goals by June 2027	
1	Job and job training opportunities created through the Skid Row Action Plan are centralized, coordinated and disseminated to Skid Row residents.
2	A minimum of 40% of the job opportunities created through the Skid Row Action Plan are filled with skid row residents utilizing a trauma informed training and recruitment strategies.

Recommended Measures	
1	Types and frequencies of recruitment, hiring, and professional development strategies that are trauma focused and intended to develop a community based workforce
2	Number of individuals hired from Skid Row and as a % of the total of individuals hired through the Skid Row Action Plan.



## Appendix C: Measures of Success

### Additional Community Recommendations - Continued

**Focus Areas**

Support local entrepreneurship through expansion of social enterprise programs.

**Strategies**

**Short-term**  
Secure agreement among government entities to better coordinate and disseminate information about entrepreneurship opportunities and social enterprise programs to the skid row community.

**Long-term**  
Create a \$25M entrepreneurship fund/program targeted to residents of the Skid Row Community to promote small business ownership by residents of the skid row community.

**Goals by June 2027**

- 1 Information about entrepreneurship opportunities, small business training and social enterprise programs will be centralized and disseminated to skid row residents.
- 2 A comprehensive entrepreneurship pathway will be developed for Skid Row residents which includes access to resources.

**Recommended Measures**

- 1 Tracking to show progress of how and to what extent has information about entrepreneurship opportunities, small business training and social enterprise programs will be centralized and disseminated to skid row residents
- 2 Number of Skid Row residents that utilize the pathway to entrepreneurship and the types of resources they have access to.

## Appendix D: Communications Plan from SRAP Communications Government Workgroup



In the fall of 2023, members of the Skid Row Action Plan Communications Government Workgroup met over several months to develop communications strategies to effectively share the story of SRAP’s implementation across the city, county, region, and country. Core elements of the SRAP communications plan include the following:

### Guiding Principles

- Transparency
- Consistency
- Collaboration

### Strategic Objectives

- Raise awareness of SRAP and implementation progress
- Promote engagement and involvement in SRAP among Skid Row community
- Draw in funding to help make SRAP sustainable
- Build and sustain relationships and manage conflict between key audiences

### Key Messages

- Everyone in the Skid Row community deserves a healthy, safe environment and the opportunity to thrive.
- The Skid Row Action Plan builds on the strength and resilience of community members and identifies changes they want to see.
- The Skid Row Action Plan supports safety and well-being by expanding access to interim and permanent housing, health care, harm reduction, and other supportive services.
- The Skid Row Action Plan’s recommendations were co-designed by residents, service providers, government staff, and community based organizations.
- As implementation begins, we need residents and community partners to stay engaged and to continue to guide SRAPs vision for a healthy, vibrant Skid Row.
- With the right support and investment, Skid Row can be a model, thriving community for others across the country.



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