



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

August 22, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

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RE-ORIENTING TRANSITION AGE YOUTH SYSTEMS OF CARE TO SUPPORT HOUSING STABILITY (ITEM NO. 2, NOVEMBER 20, 2018 AGENDA)

On November 20, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO), the Departments of Children and Family Services (DCFS), Probation, and Mental Health (DMH), and the Los Angeles Homeless Services Authority (LAHSA) to report back on 11 deliverables with varying intervals for reporting, ranging from 30-180 days, all focused on enhancing the Transition Age Youth (TAY) systems of care to support housing stability. Attachment I provides a summary of the deliverables addressed in each of the previously-submitted reports to the Board.

This third report addresses deliverables 4 and 7; and provides an interim report on deliverables 9, 10 and 11. These deliverables, as detailed in Attachment II, highlight efforts around discharge plans, a homelessness diversion framework, and enhancing data collection and reporting mechanisms for TAY housing programs. Also included in Attachment III of this report is an update on deliverables 3 and 5, both of which were previously addressed in the April 25, 2019 report to the Board.

Development of Report

The CEO, LAHSA, DCFS, Probation and DMH continued to meet as a workgroup to address the deliverables of the Board motion. The departments identified for each deliverable collaborated to prepare one joint response to address the activity required by the Board motion. The CEO provided guidance and supported coordination of the compiled responses addressing each deliverable. The workgroup continues meeting regularly to address the remaining deliverables and follow up on opportunities to enhance

Each Supervisor
August 22, 2019
Page 2

housing stability for TAY, as identified in this report and the December 20, 2018 and April 25, 2019 reports to the Board.

Key Opportunities Identified to Enhance TAY Systems of Care to Support Housing Stability

Included in this report are the following key, promising opportunities to enhance the TAY systems of care to support housing stability:

- Development of the CES Guiding Principles and Policies to standardize processes, across the County, for connecting TAY to services.
- Specialized Training for DCFS/Probation staff on connecting TAY to housing and other resources.
- Specialized Youth CES Liaisons co-located within DCFS and Probation to facilitate connections to the Coordinated Entry System for Youth (CESY).
- DCFS and Probation Housing Liaison staff to monitor discharge plans, ensure youth who are at risk of homelessness are connected to appropriate supports, and better track data related to discharging youth.
- Continued work around enhancing and aligning data collection.

Unless otherwise directed by October 24, 2019, the CEO will return to the Board with the final report on deliverables 9, 10 and 11. These deliverables will highlight efforts around enhancing data collection and ongoing reporting mechanisms for TAY housing programs. The October 24, 2019 report will also include any pertinent updates on deliverables addressed in this and the prior two reports to the Board.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or by email at pansell@ceo.lacounty.gov.

SAH:FAD:PA
JR:LC:tv

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Children and Family Services
Health Agency
Mental Health
Probation
Los Angeles Homeless Services Authority

**11/20/18 Board Motion:
Re-Orienting TAY Systems of Care to
Support Housing Stability:
Summary of Deliverables Addressed
in Previous Board Reports**

December 20, 2018 – The Department of Children and Family Services submitted the first report addressing deliverable 8, on whether a consultant should be engaged to support the work required by this Board motion.

April 25, 2019 - The Chief Executive Office submitted the second report addressing Board motion deliverables 1, 2, 3, 5, and 6. A 90-day report back was originally requested for these deliverables; however, a 60-day extension was granted for all deliverables.

The report addressed the following specific deliverables:

- Deliverable #1, Report by DCFS on available funding to increase capacity in the Transitional Housing Placement - Plus (THP-Plus) Program by at least 50 percent and at least an additional 33 percent increase in the Transitional Housing Placement Plus Foster Care (FC) Program, hereafter referred to as Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD), including an assessment of bed rates and expanding the range of programs and after care to ensure the placement's success;
- Deliverable #2, Report by Probation on available funding to expand housing opportunities for youth exiting the juvenile justice system;
- Deliverable #3, Report by DCFS, Probation and LAHSA on structural challenges to increasing the effectiveness of the Independent Living Program (ILP) and recommendations for how to overcome those challenges;
- Deliverable #5, Report by DCFS, DMH, LAHSA and CEO on how to expand housing resources available to youth in extended foster care, youth exiting foster care, youth exiting the probation system, and highly vulnerable youth beyond THP-Plus and THPP-NMD and ILP; and
- Deliverable #6, Report by DCFS and Probation, in consultation with DMH, LAHSA, and CEO, with a staffing plan to enhance each Department's efforts to prevent discharges into homelessness.

**REPORT ON BOARD MOTION DELIVERABLES
NUMBERS 4, 7, 9, 10 AND 11
COORDINATED BY CHIEF EXECUTIVE OFFICE**

Deliverable #4: Report developed by Departments of Children and Family Services (DCFS), Mental Health (DMH), and Los Angeles Homeless Services Authority (LAHSA)

UNIVERSAL REFERRAL PROCESS & TRAINING PLAN

DCFS, Probation, and LAHSA to develop a universal referral process from DCFS and Probation to the Youth Coordinated Entry System (Youth CES), develop a plan to train DCFS social workers and probation officers on Youth CES and appropriate referrals, identify resources needed to implement training, and identify representatives at DCFS Regional Offices and Probation Camps to serve as primary points of contact to maintain ongoing collaboration with Youth CES.

Background

In 2017, LAHSA formed the Coordinated Entry System (CES) Policy Workgroup and CES Policy Council to develop core policies for the efficient and equitable delivery of homeless services throughout Los Angeles (LA) County's CES. The CES Policy Workgroup, comprised of practitioners, health agencies, public housing authorities and others with operational knowledge, provided input on the draft policies for CES operations, which were then posted for public comment. The CES Policy Council, also consisting of representatives with knowledge of system decision points and resources, reviewed the proposed policies for revision and/or approval. Throughout Fiscal Year (FY) 2017-18, the CES Policy Council adopted CES Guiding Principles and Policies to address the core elements of the CES. These core elements are: Access, Assessment, Prioritization, and Referral (matching).

To operationalize the approved CES Guiding Principles and Policies, starting in the Fall of 2018, LAHSA began convening key stakeholders to develop a set of standardized procedures that will accompany the Policies and guide the continued implementation of CES. Phase One of the countywide CES Operations Manual, which will include procedures related to CES Access and Assessment, is scheduled for release in Fall 2019.

The universal referral processes included within the CES Operations Manual form the foundation for the referral process from DCFS and Probation to Youth CES. Where exceptions to the universal process are indicated (e.g., while youth are residing at a Probation Camp), DCFS, Probation, and LAHSA have established complementary parallel processes.

Universal Referral Process

For Youth Who Have Exited from Foster Care

Youth CES promotes clear and transparent access to its housing and services. Youth who are at risk of, or experiencing homelessness may access CES through multiple avenues.

These avenues include:

1. Engaging with a Referral Partner who provides a referral to an Access Center;
2. Self-refer by dropping into, or calling an Access Center or Access Point;
3. Accessing a CES-participating Interim Housing program for which participation in CES is not a precondition for enrollment; or
4. Engaging with a CES-participating outreach team.

This report highlights the role of DCFS and Probation as "Referral Partners" - entities that make referrals for youth directly to Access Centers. Referral Partners improve the efficiency and effectiveness of CES by supportively guiding persons at risk of, or experiencing homelessness, towards the most appropriate resource(s) to assist them in addressing their emergency and long-term housing and/or service needs.

When DCFS or Probation encounter or is contacted by a youth experiencing a housing crisis, the Departments will be able to administer the CES Referral Tool (soon to be released). The CES Referral Tool (Tool) assists in identifying the youth's potential eligibility to CES housing assistance and identifies the most appropriate referral destination. The Tool also provides the Access Center with contact information for the referring party (i.e., the DCFS or Probation staff member assisting with the referral). This referring party information is valuable if an Access Center faces challenges contacting a youth.

Should a youth need emergency housing (via crisis housing or domestic violence resources), referrals through CES are not a required precursor. DCFS and Probation can make direct referrals to crisis housing resources by contacting housing programs directly to inquire about openings or DCFS/Probation staff can contact the Domestic Violence Hotline to learn more about domestic violence resources.

For Youth Who Are in Foster Care

DCFS and Probation are solely responsible for addressing the housing crises of youth who are currently in their care. For youth who are under the age of 18, DCFS emergency shelters are a potentially available resource that can be accessed directly by DCFS Social Workers and Probation Officers.

If youth in care are over the age of 18 (Non-Minor Dependents) and experiencing a housing crisis, DCFS and Probation can attempt to access emergency housing resources (e.g., crisis housing) while actively working with a youth towards an alternate stable housing placement through DCFS or Probation.

If youth are imminently transitioning from care (for example, in the next 30 days) and no alternate stable housing options have been identified, DCFS Social Workers and Probation Officers may elect to coordinate with CES in accordance with procedures and guidance being developed through deliverable 7b of this motion.

To further increase linkages between the child welfare and the homelessness services systems for youth in care or imminently transitioning from care, LAHSA is currently in the contracting process for eight (8) Youth CES Liaisons (problem-solving intervention-focused positions). These positions are funded for two (2) years through California's Homeless Emergency Assistance Program (HEAP), and it is anticipated that these positions will be staffed within the first quarter of FY 2019-20.

The Youth CES Liaisons will be available on-site at select DCFS and Probation locations to support youth in accessing services via mainstream resources, participants' family and friend networks, and CES, when appropriate. The youth CES Liaisons are resource specialists with capacity to administer CES access processes and will also be able to provide training for DCFS and Probation staff members on Problem-Solving practices, CES resources, and resources outside of CES available to current and former foster youth. In conjunction with serving as a CES Access Point, these Liaisons will support ILP-eligible youth gaining entry into CES to complete the ILP verification process and successfully access an available ILP bed as efficiently as possible.

For Youth Residing at Probation Camps

In situations where a youth is in the care of Probation and residing within Juvenile Hall or a Probation Camp, the following barriers have been identified in accessing Youth CES:

- Housing agencies serving as Youth CES Access Points may not have the staffing capacity to visit these facilities to meet with young people who are in care.
- Juvenile Halls and Probation Camps may not have timely authorizations or staff capacity to transport young people to Youth CES Access Points.

To address this need, a regional pilot project has been taking place over the past 18 months between Hathaway-Sycamores (the SPA 3 Youth CES Lead Agency) and five Probation Camps (Dorothy Kirby, Rockey, Scott, Afflerbaugh and Paige). The pilot, originally funded through September 2018 by the United Way - Home for Good Funders Collaborative, has continued with funding from the Deutsch Foundation.

To facilitate a smooth connection from the Probation Camps to Youth CES, a staff member from each Probation Camp has been identified to serve as the Youth CES point of contact. These identified staff are referred to as Regional Champions. Regional Champions oversee the referral process for participants and attend their Service Planning Area's (SPA's) CES Care Coordination Meetings to coordinate services on behalf of their participants.

Training Implementation & Resources

Since November 2017, LAHSA and its contracted housing providers have provided trainings within DCFS and Probation offices through its cross-system pilot programs. Through the pilots, participating Regional Offices received at least one training on Youth CES and ways to access and make referrals to housing resources. Additionally, within the five Probation Camps that are participating in the current pilot program with Hathaway-Sycamores, each Regional Champion has received extensive training on Youth CES, the Next Step Tool (CES Assessment), and the referral process to Youth CES.

To further advance these efforts, LAHSA, DCFS, and Probation are developing strategies for new and continued training of DCFS Social Workers and Probation Officers on Youth CES and appropriate referrals. For example, in early Fall 2019, LAHSA will be providing two days of training for the Probation Field Office Supervisors on CES and Problem-Solving.

Among the resources leveraged to support these training efforts, the new Youth CES Liaisons, contracted via LAHSA, will be instrumental in supporting the training efforts for DCFS Social Workers and Probation Officers. Additionally, LAHSA's newly-expanded Capacity Building Division will be offering no-cost CES trainings for Referral Partners and Problem-Solving trainings for Youth CES Liaisons and various system partners including DCFS and Probation.

Points of Contact (Youth CES Champions)

Within DCFS, each Regional Office is in the process of identifying Youth CES Champions who will provide training and referral guidance within their office on Youth CES and housing resource planning. These Champions will work closely with the LAHSA-funded Youth CES Liaisons to promote consistent training on, and coordination with CES.

Within the Probation Department, Regional Champions have been identified at each of the five participating Probation Camps in SPAs 2, 3 and 7. Probation is also in the process of identifying a Champion for each of its Field Offices. As with DCFS, these Champions will work closely with the LAHSA-funded Youth CES Liaisons to promote consistent training on, and coordination with CES across their Department.

Deliverable #7: Report developed by the Departments of Children and Family Services (DCFS), Probation and LAHSA

Sampling Review of Discharge Plans and Homelessness Diversion Framework

7a. A report back on the quarterly sampling review of discharge plans across the various DCFS and Probation regional offices. The report back should include the number of connections to housing, education, employment, physical/mental health services and life skills/mentorship supports as identified in enhanced discharge planning policy implemented as a result of Homeless Initiative Strategy A4. The report back should also include an analysis of whether additional actions are needed to ensure discharge plans are effectively preventing transition age youth from experiencing housing instability after exiting care;

7b. A plan to develop a homelessness diversion framework within DCFS and Probation including aftercare for youth who exited care but are experiencing housing instability. The plan should incorporate lessons learned from the recent Youth Coordinated Entry System (CES) pilots with DCFS and strategies for systematically identifying youth exiting care who are at greatest risk for experiencing homelessness.

7a - Sampling Review of Discharge Plans

DCFS

DCFS fully implemented its 6-Month Transition/Discharge Plan policy in August 2018. The 6-month transition/discharge policy requires that discharge plans be developed when a youth reaches age 17.5 and 20.5. To date, there have been three sampling periods. The first sampling occurred in December 2018 for youth who should have had discharge plans prepared in the months of September and October 2018. The second sampling occurred in April 2019 for youth who should have had discharge plans prepared between January and March 2019. In June 2019, DCFS completed a third sampling of cases which should have had discharge plans conducted in April and May 2019. DCFS is currently sampling five percent or 30 youth per quarter who are age 20.5 and will be required to exit foster care. The quality assurance findings of these reviews has revealed minimal completion of comprehensive discharge plans by DCFS Children's Social Workers. As such, DCFS has implemented the below corrective actions and is encouraged by the collective efforts within the Department that are now in place to increase the level of utilization and the effectiveness of the discharge plan. Below is a brief description of the various corrective actions underway.

- 1) Refresher training was presented to the DCFS regional office staff to allow more opportunities for the Children's Social Worker (CSW) and the transition age youth (TAY) to engage in conferencing dialogue to review the key components in the Transition Plan that are essential to averting homelessness;

- 2) Each CSW and their Supervising Children's Social Worker (SCSW) for all youth with incomplete Plans who were included in the sample were contacted to ensure completion of the Plans;
- 3) DCFS Regional Administrators were provided with the names of their respective CSWs with incomplete Plans to address the non-compliance at their regularly scheduled regional office meetings;
- 4) A Transition Practice Guide (cheat sheet) has been created for the CSW staff explaining the distinction between the 90-Day Transition Plan, the Transition Independent Living Plan (TILP) and the 6-Month Transition Plan; and
- 5) A data field was added to the Child Welfare Services/Case Management System (CWS/CMS) for the CSW to document the completion of each Plan. This resulted in a policy revision that was created for the 6-Month Plan.

DCFS is committed to continuing to track and monitor the implementation of the new enhancements to ensure that Discharge Plans are: 1) being completed; 2) comprehensive; 3) effective in supporting a youth's transition from care to self-sufficiency; and 4) assist in preventing housing instability after care.

Probation

Probation has initiated a quarterly sampling of discharge plans. Probation's methodology was to establish a baseline number of reviews based on the average number of discharges from October-December 2018. As such, a minimum sample size currently is two (2) cases per month for youth in Transitional Jurisdictional Services (TJS) / Assembly Bill (AB) 12 and four (4) cases per month for youth in Residential Based Services (RBS).

An average of eight (8) TAY were discharged monthly from TJS/AB 12 from January 2019 through June 2019. During the same period, approximately ten (10) new TAY entered AB 12/TJS, per month, meaning that there was a net increase in the number of TAY being served.

Probation's first sample period was the January-March 2019 quarter, the first quarter following the 6-month Exit/Discharge Policy training. The initial report, which evaluates the various components of what a discharge plan should include, shows that the first sample quarter is consistent with the baseline period. The review indicated that all youth – both Juvenile Probationers and Non-Minor Dependents who required a comprehensive discharge plan – did in fact receive one and that the compliance of cases reviewed equaled the baseline. For example, for youth assigned to RBS, 12 total cases were reviewed for the October-December 2018 baseline (four per month in the quarter) prior to the survey period of January-March 2019. In the January-March 2019 survey period, the randomly selected cases of four youth per month (total of 12) were reviewed. All twelve randomly selected cases had a transition plan completed six months before exit.

Similarly, for AB 12 cases, the sample size was smaller with six total cases reviewed for the October-December 2018 baseline (two per month in the quarter) prior to the survey period of January-March 2019. In the January-March 2019 survey period, the randomly selected

cases of two youth per month (total of six) were reviewed. Probation's review determined that all six randomly selected cases had a transition plan completed six months before exit.

By Fall 2019, Probation will develop a more comprehensive quality assurance review with managerial review and oversight to include a larger sample size and to ensure that policies and procedures are providing the necessary support to youth who are preparing to discharge from Probation's care.

7b – Homelessness Diversion Framework

DCFS

DCFS does not discharge foster youth into homelessness, and the Juvenile Court will not allow a youth to exit foster care without a viable exit destination. However, former foster youth who contact DCFS and indicate that they are at-risk of becoming homeless are provided resource referrals and guidance on how to attain housing in the Transitional Housing Placement – Plus (THP-Plus) or the Los Angeles Homeless Services Authority Independent Living Programs (LAHSA ILP).

Former foster youth and youth served by Probation, who experience housing instability, can also be connected to the CES for Youth (CESY) to access several other transitional housing programs available in various SPAs throughout Los Angeles County. These resources also include permanent housing resources available through DMH.

For TAY who have exited foster care, LAHSA is proposing, in alignment with the Problem-Solving/Diversion framework, that each CESY lead agency identify a dedicated Housing Liaison with expertise in homeless services, who will be co-located at DCFS/Probation to streamline the youth's CES screening process, and through CES, enhance access to permanent supportive housing available through the Department of Mental Health. The role of the Housing Liaison would be to work with youth to locate viable housing and eliminate extended wait times.

Although the Housing Liaison staff are currently funded for two years, there will be significant focus on providing technical assistance and training to both DCFS and Probation staff to build and integrate internal capacity to serve youth at risk of, or experiencing housing instability.

Additionally, DCFS has identified staff who will provide support on overseeing implementation of the discharge planning process required by Homeless Initiative Strategy A4. One of the main work objectives of this staff will be to monitor and track the exit destinations of those TAY who are close to exiting foster care, as well as, those who have recently discharged. The staff will be instrumental in assisting the DCFS CSW regional staff who have AB12 TAY in their caseload by ensuring that the necessary discharge planning conference is held, and the service needs of the youth and the available resources are properly reviewed with the youth and documented accordingly. Another responsibility will be to track and monitor implementation of the 6-Month Discharge Plan, which is intended to

connect TAY with resources that support long-term self-sufficiency and prevent homelessness for those who are identified as at-risk and may experience housing instability. As DCFS moves forward in enhancing its discharge processes, housing instability for former foster youth should be reduced.

Probation

Probation has identified an additional Deputy Probation Officer (DPO) who will dedicate additional time to offer a more critical assessment of youth who require housing services.

With implementation of the Universal Referral Process, LAHSA will release the CES Referral Tool (anticipated for September 2019). LAHSA will provide introductory training for all affected staff (approximately 185 line staff, supervisors, and managers) on CES and problem-solving practices and principles before the end of January 2020.

With this training, DPOs will have working knowledge on how to refer youth who are vulnerable to housing instability to CES. Additionally, by December 2019, through its Short-Term Residential Therapeutic Program (STRTP) providers, Probation Placement will enhance post-placement aftercare services – and continue to refer youth to intensive home-based services that support both youth and families, where available.

Centralized Diversion/Problem-Solving Fund

Additionally, to enhance diversion services in the mainstream system, in September 2019, LAHSA will begin administering a problem-solving flexible pool of funds to provide limited financial assistance to help any youth find housing outside of CES, regardless to whether the youth is in or out of Foster Care or Probation's care. The Diversion/Problem-Solving fund will be accessible through mainstream system partners and community agencies. LAHSA will provide technical assistance to Probation and DCFS staff on how to assist youth with accessing those funds when necessary.

Deliverable #9: Report developed by the Departments of Children and Family Services (DCFS), Mental Health (DMH), Probation and LAHSA

Enhanced Data Collection

DCFS, DMH, LAHSA, and Probation to report back on implementing enhanced data collection and reporting for TAY housing programs, including establishing universal data elements and reporting semi-annually the average lengths of stay, age at program entry, the length of waitlists and time on waitlists (non-YCES programs), the vacancy rates, the number of applications denied and why, the reasons for exits to unstable housing, the types of unstable housing youth are exiting to, the number of current and former DCFS and Probation youth assessed through Youth CES, the number waiting for a housing resource, the assessed youths acuity score ranges, and the number of youth instructed to address mental or behavioral health problems before being accepted for youth housing programs.

Based on the data elements identified by this directive, below is a summary of the review of whether the data is collected by DCFS/Probation, DMH, and LAHSA, including the system where this data is collected.

| Data Elements* | DCFS/Probation | DMH | LAHSA |
|---|----------------|--|-------|
| Reporting Semi-annual Average Lengths of Stay | X | X | X |
| Age at Program Entry | X | X | X |
| Length of Time on Waitlist (non-YCES programs) | N/A | N/A | N/A |
| Vacancy Rates | X | X | X |
| Number of Applicants Denied and Reason | N/A | X | N/A |
| Reasons for Exits to Unstable Housing | N/A | X (discharge reasons) | N/A |
| Types of Unstable Housing to which TAY are Exiting | N/A | X | X |
| Number of Current and Former DCFS and Probation TAY Assessed Through YCES | N/A | N/A | X |
| Number of TAY Waiting Resource | X | N/A | X |
| Assessed TAY Acuity Score Ranges | N/A | N/A | X |
| Number of TAY Instructed to Address Mental or Behavioral Health Concerns Before Acceptance into Housing | N/A | All clients must have some mental health need before being accepted into program | N/A |

*DCFS/Probation data is collected by DCFS via annual housing provider reports, weekly vacancy reporting, and manual tracking for waitlist.

*DMH TAY data is collected on an internal database using Microsoft Access.

*LAHSA data is collected in the Homeless Management Information System (HMIS).

DCFS collects data on its transitional housing programs. This data includes demographic information and exit destinations for TAY who are receiving housing and supportive services offered by contracted providers. DCFS also tracks the length of stay in the housing programs, the age of TAY at entry into the program, the number of days on the waitlist, vacancy rates for the various housing programs, as well as, the reported reason for denial of transitional housing. The exit destination for youth leaving housing is also reported by the contracted housing providers.

In general, LAHSA utilizes the CES assessment tool to report the acuity scores of TAY applicants requesting acceptance into the ILP housing program. TAY who require mental health services are screened upon admission into the ILP program and placed with an appropriate provider who can accommodate their needs.

Although data on Probation TAY is included in the data reported by DCFS transitional housing programs, Probation, DCFS, DMH and LAHSA will continue collaborating around the most meaningful data elements to collect and work to ensure alignment within the above-referenced systems of care for youth.

Deliverable #10: Report developed by the Departments of Children and Family Services (DCFS), Mental Health (DMH), Probation and LAHSA

Aligned Tools and Methodology to Track Youth Housing Data

DCFS, DMH, LAHSA, and Probation to utilize aligned tools and methodologies to track all youth housing data in order to implement streamlined methodologies for data collection, such as reducing or consolidating data systems, and ongoing data matches of DCFS, DPSS and HMIS data to determine if youth who have exited care are experiencing homelessness after discharge from care.

DCFS, DMH, Probation and LAHSA will further explore aligning tools and methodologies upon completing the analysis directed in deliverable 9. A more comprehensive assessment of opportunities for alignment will be provided in future reports.

Additionally, a data match to DPSS data is underway to identify youth who have discharged from foster care and probation and have subsequently self-reported as experiencing homelessness to DPSS. The match will also produce a "by-name" list that will be used by DCFS/Probation to outreach to youth who may be eligible to continued services.

Deliverable #11: Report developed by the CEO, in partnership with Departments of Children and Family Services (DCFS), Mental Health (DMH), Probation and LAHSA

Quarterly Reporting

Direct DCFS, DMH, LAHSA, and Probation to report back quarterly for two years on the

Upon finalizing a report on deliverables 9 and 10, the above identified departments/agencies are committed to providing quarterly updates on all deliverables and will further explore the creation of a dashboard to support reporting,

**UPDATE ON BOARD MOTION DELIVERABLES
NUMBERS 3 AND 5
(As reported in the April 25, 2019 Board Memo)**

Deliverable #3: Report developed by Department of Children and Family Services (DCFS), Probation, and the Los Angeles Homeless Services Authority (LAHSA)

**STRUCTURAL CHALLENGES TO INCREASING THE
EFFECTIVENESS OF THE INDEPENDENT LIVING PROGRAM (ILP) PROGRAM**

DCFS, Probation, and LAHSA to report back on structural challenges to increasing the effectiveness of the ILP program and recommendations for how to overcome those challenges.

ILP Background

LAHSA ILP is primarily funded through the federal John H. Chafee Foster Care Program for Successful Transition to Adulthood (Chafee program), formerly called the John H. Chafee Foster Care Independence Program. The Chafee program provides States with funding for the provision of supportive services and financial assistance for young people ages 14 through 21 (or through 23 in some states) who are currently, or were formerly in foster care, with a primary goal of preparing youth for successful transitions into adulthood and self-sufficiency. The Chafee program includes both nationwide requirements and components that are flexible for State interpretation in accordance with regional need. Through realignment in 2011, certain programmatic and fiscal decisions shifted from the State level to local governments. As such, each county in California has authority to design their Chafee program independent living services in accordance with local needs and in collaboration with services offered through other Federal, State, and local agencies.

As a component of the authorization, up to 30 percent of Chafee program funds may be expended on room and board for eligible participants. In California, each county may elect to use up to 30 percent of the sum of their Federal and State General Fund Extended ILP allocation for purposes related to room and board for youth who are at least 18 years of age and up to the day prior to their 21st birthday. Allowable uses for the portion of funds utilized for room and board include security deposits, short-term rental subsidies, utility payments, and emergency assistance: Los Angeles County currently elects to utilize these funds for transitional housing (LAHSA ILP) with LAHSA as the funds and program administrator.

Occupancy Background

Upon receipt of the April 2019 report from DCFS, Probation, and LAHSA on structural challenges to increasing the effectiveness of the Independent Living Program (ILP), the Board requested historical occupancy data for ILP, with a comparison of occupancy

averages pre- and post- implementation of the Coordinated Entry System for Youth (CESY) in Los Angeles County.

LAHSA piloted CESY in the Hollywood region of LA County in November 2015 and scaled the system countywide in September 2016. Matching through CESY for the Independent Living Program administered by the Los Angeles Homeless Services Authority (LAHSA ILP) began on July 1, 2017, with additional months of training required prior to full countywide implementation.

The chart below includes occupancy data rates beginning with Fiscal Year (FY) 2014-15.

| | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 (Qtrs. 1-3) |
|-------------------------------|------------|------------|------------|------------|---------------------------|
| Contracted of Beds # | 173 | 175 | 199 | 195 | 193 |
| Average Occupancy Rate | 53% | 68% | 66% | 64% | 64% |

This April 2019 report provided an overview of structural barriers currently impacting LAHSA ILP occupancy and performance. As indicated by the data above, annual occupancy for LAHSA ILP has remained relatively consistent both before and after shifting the referral process to CESY in FY 2017-18.

Structural Barriers for LAHSA ILP

The report submitted to the Board on February 23, 2019, identified various structural barriers for LAHSA ILP. These included:

- Limited Number of Eligible Youth
- Other Transitional Housing Eligibility
- Reduced Bed Rates
- CESY Referral Processes and Eligibility Verification

Recommendations to address the above barriers were identified. The below provides an update on efforts underway, as it relates to each recommendation.

1. Continue and increase joint efforts from the Board, the Chief Executive Office (CEO), DCFS, and LAHSA to engage in advocacy efforts for a State-level expansion in ILP eligibility up to a young person’s 23rd birthday, as permitted by Chafee program, as well as, increased State or Federal funding to meet the needs of this broader group of young people.

Status: DCFS, LAHSA, and the Board are working with CEO Legislative Affairs to develop an advocacy strategy at the State. Initial conversations have occurred.

2. Through DCFS funding or Measure H funding administered by LAHSA, increase bed rates to more closely align with actual operating costs. If additional funding is not available,

and LAHSA ILP continues to function as a stand-alone Transitional Housing program, to increase the bed rates to be comparable with the homeless services delivery system, this strategy will require a reduction in the number of LAHSA ILP beds countywide.

Status: Additional funding has not been identified to increase the bed rates for LAHSA ILP while maintaining the same number of beds as the current contract. As such, a policy decision is needed on whether bed rates should be increased, resulting in a reduction of the number of contracted beds or adoption of alternative program models.

3. In alignment with the intent of the Chafee program to supplement existing community resources that can serve former foster youth, consider and identify the most impactful and effective usage of available Chafee program room and board funding. Consider allowable fund expenditure options including security deposits, household goods, short-term rental subsidies, and/or reserved interim housing beds within existing LAHSA Transitional Housing Programs.

Status: LAHSA and DCFS have been convening regularly to explore possible uses of the Chafee program dollars, in advance of procurement of ILP contracts for FY 2020-23. Next steps in these discussions will include engagement with ILP providers, targeted for Fall 2019.

4. In accordance with deliverable 4 of this motion, expand outreach efforts within DCFS, Probation, advocacy organizations and other organizations serving current and former foster youth to educate them about resources available through Youth CES.

Status: As noted in the report for deliverable 4, training plans are in development for both DCFS and Probation. These trainings will support expanded outreach for ILP within both DCFS and Probation.

6. Continue efforts to refine CESY processes and further streamline access for eligible youth to LAHSA ILP beds and/or other resources available through Youth CES.

Status: LAHSA has identified and implemented several process improvements to streamline access for eligible youth to LAHSA ILP beds. Enhancements that have been completed or are in process include: training and technical assistance for ILP providers on CES matching and usage of CES online tools that support the referral process, guidance for ILP providers on strategies to reduce the vacancy timelines between participants' exits and entries, revised questions within the Next Step Tool to better identify potentially eligible youth, and modification of CES' matching tool (i.e., the Community Queue) to allow for earlier identification of potentially eligible youth.

Deliverable #5: Report developed by Departments of Children and Family Services (DCFS), Mental Health (DMH), Los Angeles Homeless Services Authority (LAHSA), and Chief Executive Office (CEO)

EXPANDING HOUSING RESOURCES

Direct DCFS, DMH, LAHSA and CEO to report back with recommendations for how to expand housing resources available to youth in extended foster care, youth exiting foster care, youth exiting the probation system, and highly vulnerable youth exiting these systems beyond Transitional Housing Placement (THP) - Plus, Transitional Housing Placement for Foster Care (THP+FC), and Independent Living Program (ILP) such as expanding Rapid Re-housing (RRH) for youth, expanded case management and housing navigation services, and increased leverage and improved performance of the Supervised Independent Living Placement (SILP) program including designing more robust SILP programs with enhanced clinical supports and wraparound services that can serve youth with higher barriers.

DCFS

Effective July 1, 2019, DCFS committed to expand the bed capacity and funding for the Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD) by 33 percent, as well as increase the Transitional Housing Placement-Plus (THP-Plus) program by 50 percent. Since July 1, 2019, with the exception of St. Anne's Maternity Home, housing providers for both programs have been working to increase its licensed capacity to fulfill the requested expansion and identifying apartment unit locations throughout the County. St. Anne's Maternity Home will not be increasing its capacity due to the housing limitations on their campus.

DMH Expansions for TAY

TAY who are connected to mental health services and are experiencing homelessness or housing insecurity have a broad array of additional housing resources available to them. As such, it is imperative that TAY in need of mental health services have broad opportunities for access and connection.

Mental Health Services for Homeless TAY

The DMH TAY Navigation Team has staff assigned to each of the eight Service Planning Areas (SPAs) and supports TAY, ages 16-25, including those who are former foster and/or Probation youth. The TAY team has expertise and is committed to working with the TAY population with or at risk of mental illness. The team is aware of and works in partnership with TAY service providers within their respective SPA to access and coordinate services. The team builds trusting alliances with the youth through outreach and engagement, short-term treatment interventions, brief screenings to assess mental health, and ancillary services, including housing.

DMH contracts with six (6) TAY Enhanced Emergency Shelter Programs (EESP) to provide temporary housing (59 beds) countywide. Additionally, DMH contracts with eight (8) TAY drop-in centers, located in each SPA. The TAY Navigation Team, which is comprised of a Clinician and a Housing Specialist, is assigned to both the EESP and the drop-in centers to screen and assess for mental health and other psycho-social needs, such as, housing, benefits establishment, and referral for primary care and substance use disorders.

These staff are readily available to meet the needs of TAY who reside in these shelters, as well as, those accessing the drop-in centers. The team collaborates closely with the EESP staff, the drop-in center staff, and the CES lead agencies and other CES partners to develop a plan, coordinate care, assist the TAY with completion of the CES assessment tool, and track and monitor its status. Ongoing outreach and engagement services are provided to attempt to re-engage a youth who is disconnected from mental health services. For those youth, the team works with DMH SPA outreach teams, such as, Whole Person Care, Homeless Services Teams, and Psychiatric Mobile Response Team (PMRT) to help locate and re-engage into mental health services.

For youth who agree to mental health services, the youth is linked to a mental health provider within the SPA for ongoing assessment, case management, and mental health treatment. These services range from Prevention and Early Intervention to the most intensive outpatient program, Full Service Partnership (FSP). With the consent of the youth, the Housing Navigator coordinates a planning meeting between the youth, their family and/or identified support system, and the service providers. These may include the EESP and/or drop-in center staff to ensure a smooth transition and engagement with the mental health system. Housing supportive services and clinical responsibilities are transferred to a DMH mental health provider upon transition to on-going outpatient services.

Mental Health Services for TAY in the Child Welfare System

Currently, children and youth served by the Department of Children and Family Services (DCFS) are screened and referred for mental health assessments through the Coordinated Services Action Team (CSAT) process. At each DCFS office, co-located DMH Specialized Foster Care (SFC) staff triage, assess, and link children and youth to mental health services. The mental health screening continues if there is a behavioral indicator, or the youth is interested in mental health services. Additionally, the mental health screening continues annually until the youth transitions out of the child welfare system. Both youth who are under the care of the Departments of Children and Family Services and Probation (dually supervised), and Non-Minor Dependents are screened for mental health services. Mental health services range from traditional outpatient services to intensive services such as Wraparound, Intensive Field Capable Clinical Services (IFCCS) or Full-Service Partnership (FSP).

In addition to referrals and linkages for mental health services, all children, youth and families are educated about the Child and Family Team (CFT) process. Through the CFT process, the youth is given a voice and choice in the decision-making process. The CFT provides the youth with the opportunity to:

- work in partnership with their natural supports, as well as, professionals to assist with identifying the youth's strengths and underlying needs;
- creating a strong support network to provide ongoing support and mentoring;
- assist with educational/vocational goals; and
- learn about their rights to education, health and mental health care, and/or case proceedings.

If a youth is not linked to a mental health provider, then the case-carrying Children's Social Work facilitates the CFT process. At the youth's request, a DMH co-located staff person may participate in the CFT process to proactively connect the youth to an ongoing mental health provider. If a youth is already linked to intensive mental health services (i.e., Wraparound, IFCCS or FSP), the mental health staff person facilitates the CFT process. For those youth who have their dependency reinstated through DCFS (i.e., Non-Minor Dependents), youth will be referred to mental health services through the CSAT process. DMH has recently created a portal for IFCCS referrals to youth in transitional placements.