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December 16, 2019

To: Supervisor Kathryn Barger, Chair  
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Supervisor Janice Hahn

From: Sachi A. Hamai  
Chief Executive Officer

## **COMPREHENSIVE HOMELESSNESS PREVENTION ASSESSMENT AND ACTION PLAN (ITEM NO. 4, AGENDA OF MAY 21, 2019)**

On May 21, 2019, the Board of Supervisors (Board) directed the Chief Executive Office-Homeless Initiative (CEO-HI), to collaborate with the Departments of Public Social Services (DPSS), Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), Workforce Development, Aging and Community Services (WDACS), Consumer and Business Affairs (DCBA), Probation, Sheriff (LASD), the Office of Diversion and Re-entry (ODR), Los Angeles Homeless Services Authority (LAHSA), legal services, research organizations, and other experts to assess how to strengthen homelessness prevention efforts within County departments.

The CEO was directed to provide the Board with an interim plan within 90 days and an action plan within 180 days. This interim report was provided on August 22, 2019. The CEO-HI was directed to include the following information in the Action Plan:

1. An analysis of the inventory of County homelessness prevention resources to determine:
  - a. Whether existing resources are being fully leveraged, by looking at current utilization rates and outcomes of existing resources; this includes number of applicants/people screened, number approved/denied, and number of sanctions and terminations.
  - b. The feasibility of tracking housing outcomes, like recidivism, for each of these programs.
  - c. The effectiveness and cost of these resources in preventing homelessness.
2. A plan to measure the impact and cost-effectiveness of both non-financial and financial diversion on preventing homelessness and help establish a set of best practices for County departments;

3. A recommendation to have County departments who currently do not track homelessness status should begin tracking these data elements and to include this data in the Enterprise Linkage Project (ELP);
4. Recommended target populations for this homelessness prevention effort;
5. An approach and timeline to train County department staff on homelessness prevention and diversion;
6. A proposed tracking mechanism to determine the quantity and efficacy of problem-solving conversations and referrals to the Centralized Problem-Solving (Diversion) Fund and/or Measure H-funded homelessness prevention providers under Homeless Initiative Strategies A1 and A5;
7. An assessment of the extent to which people experiencing homelessness (including first-time homelessness) have recently exited an institution, and/or have patterns of prior contact with County systems;
8. Determination of gaps in existing homelessness prevention/diversion resources and a plan to address gaps, including identifying opportunities to leverage various funding streams, including Measure H;
9. Implementation plan for any of the recommendations from committees and task forces, identified in the Interim Report for potential inclusion in the Action Plan;
10. Determination of any needed policy changes to address gaps and implement enhancements;
11. Identification of additional opportunities to increase County departments' role in implementing Homeless Initiative Strategies A1 and A5 (homelessness prevention for families and individuals); and
12. An assessment of whether to modify Homeless Initiative A1 and A5 targeting, which aligns with the formal Measure H Strategy A1 and A5 evaluation being led by the Chief Information Office.

## **PROGRESS**

The CEO-HI convened a Homelessness Prevention Workgroup (Workgroup) comprised of DPSS, DCFS, DHS, DMH, DPH, WDACS, DCBA, Probation, LASD, ODR, LAHSA, Los Angeles County Development Authority (LACDA), Inner City Law Center (legal service provider), California Policy Lab (research organization), United Way of Greater Los Angeles, and Shelter Partnership. The Workgroup has met six times since adoption of the motion.

## **ACTION PLAN**

The attached Action Plan Report contains the following information in response to the directives in the motion:

- Section 1 is an introduction to the report.
- Section 2 has information on the themes and reflections that shaped the development of the Action Plan.

- Section 3 contains information on expanding problem solving to mainstream County departments, which is funded through Strategies A1 and A5. It also contains an approach and timeline to train County employees (Per Directives #2, #5, #6, #11, and #12).
- Section 4 is an analysis of the feasibility of collecting homeless status per Directive #3.
- Section 5 contains 15 proposed actions and describes various gaps per Directives #4, #8, #9, and #10.
- Appendix 1 has a list of the Workgroup members.
- Appendix 2 is a summary and analysis of 10 homelessness prevention programs. This is a subset of the 43 programs that were included in the inventory from the August 2019 interim report per Directive #1.
- Appendix 3 is an analysis of the extent to which people experiencing homelessness (including first-time homelessness) have recently exited an institution, and/or have patterns of prior contact with County systems, per Directive #7 of the motion.
- Appendix 4 is a matrix of homelessness prevention recommendations from prior workgroups and taskforces.

## CONCLUSION

The homelessness crisis is very complex and requires a multi-faceted approach. Maximizing the role of County departments in preventing homelessness is of utmost importance. The Homelessness Prevention Workgroup plans to confer and develop a recommended implementation plan including the utilization of the \$3 million in Measure H Funding for this effort, which was approved in the FY 2019-20 Supplemental Changes Budget phase. The CEO-HI will submit the implementation plan to the Board by March 31, 2020. If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or by email at [pansell@ceo.lacounty.gov](mailto:pansell@ceo.lacounty.gov).

SAH:FAD:PA  
JR:RM:tv

## Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff's  
Children and Family Services  
Consumer and Business Affairs  
Health Agency  
Health Services  
Los Angeles County Development Authority  
Mental Health

Probation  
Public Health  
Public Social Services  
Workforce Development, Aging and  
Community Services  
Los Angeles Homeless Services  
Authority  
Office of Diversion and Re-entry

# HOMELESSNESS PREVENTION IN MAINSTREAM SYSTEMS ACTION PLAN REPORT

December 2019

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## SECTION 1. INTRODUCTION

On May 21, 2019, the Board of Supervisors (Board) directed the Chief Executive Office- Homeless Initiative (CEO-HI), to collaborate with the Departments of Public Social Services (DPSS), Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Workforce Development, Aging, and Community Services (WDACS), Consumer and Business Affairs (DCBA), Probation, and Sheriff (LASD), the Office of Diversion and Re-entry (ODR), Los Angeles Homeless Services Authority (LAHSA), legal services, research organizations, and other experts to assess how to strengthen homelessness prevention efforts within County Departments (See Appendix 1 for a roster of the Workgroup participants).

The CEO was directed to provide the Board with an interim report within 90 days and an action plan within 180 days. The interim report was provided on August 22, 2019. The Workgroup performed the following activities to prepare the Action Plan:

1. Examination of current LA County Homelessness Prevention Programs (See Appendix 2 for a detailed summary of select programs.)
  - a. Department surveys including service and spending data
  - b. Targeted staff interviews
2. Exploration of new predictive analytics tools to enhance targeting (See Appendix 3 for additional information.)
3. Preliminary feasibility assessment of potential expansion or innovations in prevention programming
4. Preliminary feasibility assessment of administrative data system enhancements to capture HUD-defined homelessness
5. Exploration of policies that negatively impact or exacerbate housing instability for clients
6. Review of recent Committee/Taskforce Recommendations related to homelessness prevention (See Appendix 4).

## SECTION 2. THEMES AND REFLECTIONS THAT SHAPED THE ACTION PLAN

- Homelessness prevention programs are dispersed throughout county department services and tend to be a secondary or tertiary level of programming, rather than a primary intervention mechanism at the time of intake. This contributes to an array of practices that further limit the reach and impact of existing programs across the vast universe of at-risk households.

- The current approach to prevention services typically relies on self-identification of housing instability and/or recognition by a case manager to trigger connection to homelessness prevention services.
- Many clients of LA County departments are living below the Federal Poverty Line and appear to be at risk of homelessness to their case managers, yet statistically very few of them will actually experience homelessness. This leads to the perception that everyone is at risk and that scarce resources need to be stretched across a large number of people, even though that is likely not the case.
- When a client does appear to be at risk, the connection to services is limited by the case manager's knowledge of existing services. This knowledge, typically and at best, only extends to an understanding of services within a single county department and not the full array of homelessness prevention services across LA County.
- The absence of effective screening tools or proactive targeting and effective connection to prevention programs within mainstream county departments may result in less precise targeting of services, underutilization of current programs, and/or a push toward the homeless response system as a primary intervention point. This push to the homeless response system is often too late to effectively prevent homelessness for some, and, for others, representative of a population inappropriate for homeless crisis system services and rather in need of mainstream supports.
- The non-specific nature of the current system design demands both short and long-term shifts to improve the targeting and effectiveness of homelessness prevention at scale.
- There is an inherent distance between county department staff, particularly intake staff, and homelessness prevention activities related to the role of each department in preventing homelessness. This limiting organizational factor plus the introduction of pioneering predictive analytics utilizing the County's Enterprise Linkages Project (ELP) demands the creation of a new targeting and engagement model for homelessness prevention at-scale.
- These factors have led work group members to identify a series of action items that aim to:
  - make modest but speedy improvements in cross-department knowledge of and connection to homelessness prevention programs;
  - design and test a new county-wide approach that will reveal the effects of more accurate, proactive targeting and the effectiveness

of connection to existing programs versus an enhanced package of services;

- o enhance certain current homelessness prevention programs; and
- o modify certain policies which contribute to the flow of people into homelessness.

### SECTION 3. EXPANDING PROBLEM SOLVING TO MAINSTREAM COUNTY DEPARTMENTS

The following information is in response to Directives #2, #5, #6, #11, and #12 of the May 21, 2019 motion.

#### **Directive #2: An approach and timeline to train County department staff on homelessness prevention and problem solving.**

LAHSA has formally begun outreach to county departments on the implementation of Problem-Solving:

- The Department of Mental Health (DMH) has committed to train fifty (50) staff in the Problem-Solving in intervention in December 2019.
- Initial conversations have begun with the Department of Public Social Services (DPSS) for the co-location of Problem-Solving Specialists hired by Family CES providers at select DPSS locations. Further, DPSS is projected to select a group of staff to participate in training, possibly in early 2020.
- The Department of Children and Family Services (DCFS) has begun a pilot to co-locate Problem-Solving Specialists hired by Youth CES providers at select DCFS locations; this pilot began in early November 2019.
- LAHSA has provided an introductory presentation on Problem-Solving to the Probation Department with the intent to provide more formalized training.
- LAHSA is exploring opportunities to integrate Problem-Solving within the 211call center. A formal proposal for integration was presented to LAHSA in November 2019.
- LAHSA also presented Problem-Solving to the Los Angeles County Office of Education (LACOE) in November with the intent to provide more formalized training.

#### **Directive #5: Identification of additional opportunities to increase County departments' role in implementing Homeless Initiative Strategies A1 and A5 (homelessness prevention for families and individuals);**



LAHSA is exploring utilization of California Policy Lab's predictive analytics model to identify which specific county departments/locations are currently showing the highest inflow of households imminently at risk of homelessness. With this data, LAHSA envisions a two-pronged approach: 1) strategically train county staff at those locations on the implementation and practice of problem-solving; and 2) create a by-name list of households flagged through the predictive model and have county staff initiate contact for homeless prevention.

**Directive #6: A proposed tracking mechanism to determine the quantity and efficacy of problem-solving conversations and referrals to the Centralized Problem-Solving Fund and/or Measure H-funded homelessness prevention providers under Homeless Initiative Strategies A1 and A5.**

LAHSA is using a tracking mechanism embedded within the Homeless Management Information System (HMIS). This tool tracks the quantity, scope, population, services provided, outcomes, and all referrals to the Centralized Problem-Solving Fund and/or Measure H-funded homelessness prevention providers. The design of the tracking tool received positive community feedback and was launched in late October 2019.

**Directive #11: A plan to measure the impact and cost-effectiveness of both non-financial and financial problem-solving on preventing homelessness and help establish a set of best practices for County departments.**

Problem-Solving's impact will be measured by returns to Problem-Solving, future enrollments in LAHSA funded Prevention programs, and future entrance into the Coordinated Entry System (CES). Analysis will also verify if the practice of Problem-Solving reduces the overall number of CES assessments performed at entry points and reflect if there is an increase in assessments of higher acuity households and a decrease in assessments of lower acuity households, signaling successful diversion outcomes of lower acuity households. Further analysis will reveal which specific services or intervention types within the Problem-Solving practice yielded the highest number of successful outcomes. These practices will then be highlighted in greater detail within the Problem-Solving Guide and subsequent trainings.

**Directive #12: An assessment of whether to modify Homeless Initiative A1 and A5 targeting, which aligns with the formal Measure H Strategy A1 and A5 evaluation being led by the Chief Information Office.**

LAHSA will be evaluating Problem-Solving over the course of FY 2019-20 with the intent to verify if the overall performance targets connected with A1 and A5 should be adjusted to better encompass the Problem-Solving model of service.

## SECTION 4. FEASIBILITY OF TRACKING HOMELESS STATUS IN COUNTY ADMINISTRATIVE DATA

The Board requested an assessment of which County data systems currently collect and track “homeless status,” the value of adding this field if necessary, and the value of incorporating the definition of homelessness used by the Department of Housing and Urban Development (HUD) into any County data systems.

As stated in the interim report, all County departments participating in the work group track homelessness (except for Probation which is in the process of adding this capacity) although departments are not using a standard definition/indicator or a standard set of questions. This presents challenges in:

- effectively evaluating the outcome of preventing literal homelessness and
- fully harnessing the power of predictive analytics to identify the indicators associated with the highest risk of experiencing literal homelessness.

Using Los Angeles County data, the California Policy Lab at UCLA and the University of Chicago (UC) Poverty Lab are developing models for predicting homelessness in the County. However, accurately measuring homelessness as an outcome for the purposes of training these predictive models is challenging. Individuals enrolled in homeless services in the Homelessness Management Information System (HMIS) must meet the definition of homelessness set by HUD but relying solely on this measure risks underreporting the population experiencing homelessness, especially for people who are disconnected from the CES. If County agencies implemented a HUD-defined homeless status indicator, the population experiencing homelessness would be more accurately documented and thus improve predictive models and our overall comprehension of homelessness in the County.

As such, any effort deemed feasible by County agencies to include HUD-defined homeless status indicators should be pursued to unleash the full power of the predictive analytics to most accurately identify at-risk households.

The following chart reflects initial feasibility assessments among participating work group members listed in order of level of difficulty. This initial scan positions the work group to focus future feasibility analysis and action on those agencies best positioned to make these shifts in data collection.

## Initial Feasibility Survey Results

| Department | Data System | Does your department's administrative data include asking any of the HUD-Defined homeless status questions? | If necessary, is it feasible to add these questions and/or an indicator for HUD-Defined homeless status? | Are your data system/questions locally-controlled or a State or Nationally-controlled system? | Level of Difficulty |
|------------|-------------|---|--|---|---------------------|
| DCFS       | CWS/CMS     | No  | Yes  | State   | Medium              |
| DHS        | CHAMP       | Yes-Some  | Yes  | Local   | Medium              |
| DHS        | ORCHID      | Yes-Some  | Yes  | Local   | Medium              |
| DMH        | IBHIS       | Yes-Some  | No   | Local   | N/A                 |
| DPH        | ORCHID      | Yes-Some  | Yes  | Local   | Medium              |
| DPH        | CHOI        | No  | Maybe  | Local   | Medium              |
| DPH        | IRIS        | No  | Yes  | Local   | Low                 |
| DPH        | SAGE        | Yes-All   | Yes  | Local   | N/A                 |
| DPSS       | LRS         | No  | Yes  | State   | High                |
| LACDA      | Yardi       | Yes-All   | Yes  | Local   | N/A                 |
| ODR        | CHAMP       | Yes-Some  | Yes  | Local   | Medium              |
| Probation  | APS         | No  | Yes  | Local   | High                |
| WDACS      | CalJOBS     | Yes-Some  | Yes  | State   | Medium              |
| WDACS      | HAPS        | No  | Yes  | State   | Medium              |

## SECTION 5. PROPOSED ACTIONS

The CEO was directed to provide the Board with an action plan within 180 days of the Comprehensive Homelessness Prevention Assessment and Action Plan Board Motion on May 21, 2019. Section 5 of this report summarizes 15 proposed actions recommended by the Homelessness Prevention Workgroup. The recommendations are clustered under the following headings:

1. Enhance Knowledge and Connection to Programs
2. Design and Test New Targeted Approaches to Homelessness Prevention:
  - Adults with No Minor Children
  - Families with Minor Children
  - Transition Age Youth (TAY)
  - Evaluation of New Targeting Approach
3. Programmatic and Policy Enhancements

The following recommendations are in addition to the actionable items noted in Section 3: Expanding Problem Solving to Mainstream County Departments and Section 4: Feasibility of Tracking Homeless Status in County Administrative Data.

### ENHANCE KNOWLEDGE AND CONNECTION TO PROGRAMS

#### 1.1 DEVELOP AN ONLINE HOMELESSNESS PREVENTION PROGRAMS INFORMATION HUB

*Description:* For persons looking for housing assistance services to prevent homelessness, it is often difficult to know where to start. Case managers also have a hard time knowing about programs that are available outside of their own departments. The Workgroup recommends creating a free on-line resource that maintains information about all homelessness prevention programs for use by the public. The resource should have access to information on a broad array of prevention programs, such as rent arrearages, legal services, utility assistance, and specific homelessness prevention programs offered throughout the County, with an emphasis on programs administered by County Departments.

*Lead Agency:* CEO - Homeless Initiative

*Collaborators:* DHS, DMH, DPSS, DCFS, ODR, DPH, LACDA, LAHSA, WDACS, Probation, other departments as identified

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## **1.2 EXPLORE THE DEVELOPMENT OF A HOMELESSNESS PREVENTION ONLINE ELIGIBILITY TOOL**

*Description:* The online prevention eligibility tool would combine basic eligibility with a general questionnaire (e.g. income, age, residential zip code, service history, type of support needed) to determine a user's basic eligibility for all potential homelessness prevention services in their area. The screening tool would be voluntary and accessible to both County Department staff and clients. The tool will assist in connecting households only to programs for which they would meet the basic eligibility requirements. Additionally, the eligibility tool could be housed on the Homelessness Prevention Information Hub referenced in Recommendation 1.1.

*Lead Agency:* CEO - Homeless Initiative

*Collaborators:* DHS, DMH, DPSS, DCFS, ODR, DPH, LACDA, LAHSA, WDACS, Probation, other departments as identified

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## **1.3 ESTABLISH AN ANNUAL HOMELESSNESS PREVENTION CONVENING FOR SYSTEM NAVIGATORS AND CASE WORKERS IN EACH SERVICE PLANNING AREA**

*Description:* It would be beneficial for system navigators and case managers from various County Departments to convene to share practices and inform their colleagues on homelessness prevention programs and resources within their Departments and service providers. Each Service Planning Area (SPA) will host a convening at least once during the calendar year that highlights regional resources and identifies and addresses local challenges that clients face when attempting to access homelessness prevention support.

*Lead Agency:* CEO - Homeless Initiative

*Collaborators:* DHS, DMH, DPSS, DCFS, ODR, DPH, LACDA, LAHSA, WDACS, Probation, other departments as identified, service partner agencies

DESIGN OVERVIEW

Homelessness prevention services are currently administered using a triage model with very few reliable indicators to aid in the accurate identification of households who would likely experience homelessness without a prevention resource. The result spreads scarce prevention resources across a large swath of low-income households. Designing and testing a new approach that can more accurately identify which households are at greatest risk of homelessness and which service interventions or packages successfully prevent homelessness has immense future value to guide County investments and achieve effective homelessness prevention at scale. As such, the Work Group has identified a design approach for testing and evaluation of such practices. The following framework has been applied to each target population (Adults, Families, and Transition Age Youth) and reflected in the specific action items below.



**2.1 USING THE PREDICTIVE MODEL, GENERATE A LIST OF CLIENTS COUNTY-WIDE WHO ARE AT HIGHEST RISK OF HOMELESSNESS AND CURRENTLY RECEIVING COUNTY SERVICES**

*Description:* The predictive models developed by the California Policy Lab (CPL) and the University of Chicago (UC) research team enable the creation of a list of clients who are 27 times more likely to become homeless than the average county client. The research team would work with the County Chief Information Office (CIO) on a process for County department staff to re-identify the anonymized data used in the predictive models to allow for proactive outreach to the high-risk individuals identified by the models. List parameters can be tailored to focus on specific

target populations, but as a baseline will identify those with (i) the highest risk of a new homeless spell within twelve months and/or (ii) highest risk of a first-time homeless spell. To ease outreach, the list will include only those clients with recent services at DMH, DHS, Jail, Probation, and/or DPSS.

*Lead Agency:* CEO - Homeless Initiative

*Collaborators:* CPL/UC Research Team, County CIO; DMH, DHS, ODR, DPSS

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## **2.2 EXPLORE PILOTING A CENTRALIZED HOMELESSNESS PREVENTION UNIT (HPU) TO TARGET AND PACKAGE SERVICES COUNTY-WIDE FOR A GENERATED HIGH-RISK LIST**

*Description:* The predictive models would generate a list of individuals at highest risk of first-time or returns to homelessness. The cross-agency HPU team would be responsible for (i) determining the programs or resources most appropriate to those individuals and (ii) coordinating proactive outreach to connect individuals to those programs and/or resources. This is a multi-disciplinary, problem-solving approach focused on the highest risk clients in the County. The team would be led by a project manager and support staff and have assigned staff from DHS, DMH, ODR, and DPSS as regular members and partner staff in other departments. Additional service contributors outside county departments may also be necessary to support a comprehensive response, particularly legal services to counter eviction or unfair housing practices. In addition, to further test and identify the need for targeted expansion of county homelessness prevention resources, a flexible pool of funding is needed to enable the HPU to fill service gaps and to inform future service expansion. As an example, this pool may be used to provide targeted Enriched Residential Care payments for high-risk populations.

*Lead Agency:* DHS and DMH

*Collaborators:* DPSS, ODR, DCFS, CPL, LAHSA, Legal Services Providers

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### 2.3 USING PREDICTIVE MODEL, GENERATE A LIST OF CalWORKs FAMILIES AT HIGHEST RISK OF HOMELESSNESS TO TARGET FOR ADDITIONAL SERVICES

*Description:* The predictive models would be targeted to families who are receiving CalWORKs and would aim to prevent those families from becoming homeless according to DPSS's homeless flags. The model predictions could be used by a team of case workers at DPSS for outreach and/or to potentially assess client risk. In addition to using the list to target current CalWORKs homeless prevention services, the Department could test a more nuanced identification and referral process for CalWORKs families at imminent risk of homelessness for problem solving services.

*Lead Agency:* DPSS and DCFS

*Collaborators:* CPL/UC Research Team, LAHSA

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### 2.4. EXPLORE USING PREDICTIVE MODEL TO GENERATE A LIST OF DCFS/PROBATION-CONNECTED TRANSITION AGE YOUTH AT HIGHEST RISK OF HOMELESSNESS FOR PROACTIVE OUTREACH BY DCFS

*Description:* The predictive models developed by CPL/UC research team may enable the creation of a list of transition age youth with prior foster care association and/or criminal justice involvement and service patterns predictive of homelessness. The research team would work with the CIO on a process for re-identification of the anonymized data used in the predictive models to allow for proactive outreach to the high-risk individuals identified by the models.

*Lead Agency:* DCFS and Probation

*Collaborators:* CPL/UC Research Team, County CIO



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## 2.5 EVALUATE THE EFFECTIVENESS OF NEW TARGETING TECHNIQUES TO REDUCE HOMELESSNESS

*Description:* There is very little known about whether homelessness prevention programs truly prevent homelessness for people who would otherwise become homeless and what types of prevention work for whom. With the potential roll out of a new approach that uses predictive analytics and proactive outreach, the County has a great opportunity to learn about the impact of these approaches through rigorous evaluation of outcomes. The research team would also provide a process evaluation for the HPU to help ensure clients can be reached, that services are appropriate, and that the unit can function as intended.

*Lead Agency:* CIO

*Collaborators:* CPL/UC Research Team, CEO – Homeless Initiative

## PROGRAMMATIC AND POLICY ENHANCEMENTS

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### 3.1 REFINE DCFS INTAKE PROTOCOLS TO PROMPT ENROLLMENT IN COUNTY HOMELESSNESS PREVENTION PROGRAMS AS A PRIMARY RESPONSE TO HOUSING INSTABILITY

*Description:* Local research has found that two-thirds of families experiencing homelessness in Los Angeles County had child welfare involvement prior to becoming homeless and that referrals to DCFS for over 50 percent of these engaged households did not result in an open case for DCFS services, suggesting that identification and treatment for housing instability at the time of DCFS intake may have prevented homelessness for these households and reduced trauma. Additional research in Alameda County has suggested that reports of (typically unsubstantiated) abuse and neglect spike in the year or months prior to a family experiencing homelessness, giving further weight to enrollment in homelessness prevention programs as a primary response when current intake processes identify housing instability. This approach may be further enhanced in the future by using a generated risk list to identify and flag current

households at highest risk of homelessness based on spikes in reports about the family to the child abuse hotline.

*Lead Agency:* DCFS

*Collaborators:* CPL/UC Research Team

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### 3.2 CO-LOCATE THE EVICTION DEFENSE AND PREVENTION PILOT PROGRAM IN ONE OR MORE SCHOOLS TO ENHANCE TARGETING OF FAMILIES

*Description:* The Board of Supervisors recently approved an Eviction Defense and Prevention Pilot Program to reduce the number of individuals and families losing their home due to evictions. Many youth and families in need of homelessness prevention services are interacting regularly with County public school districts. The Workgroup recommends that the Eviction Defense and Prevention Pilot establish partnerships with one or more local school districts (within the pilot's zip codes) to co-locate eviction defense and prevention services, thus connecting eviction prevention with school stabilization practices.

*Lead Agency:* Department of Consumers and Business Affairs (DCBA)

*Collaborators:* Los Angeles County of Education (LACOE); Selected Schools

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### 3.3 EXPLORE PURSUING OR SUPPORT A CALWORKS HOMELESSNESS PREVENTION BILL TO MAINTAIN CALWORKS GRANT ELIGIBILITY FOR CHILD WELFARE INVOLVED FAMILIES

*Description:* Current State law authorizes parent(s) receiving CalWORKs whose child(ren) are removed by the child welfare system to continue receiving CalWORKs welfare-to-work services, but not the CalWORKs grant. As a result, these parents often become homeless, which creates an additional barrier to family reunification. The Homeless Initiative will work with CEO Legislative Affairs and impacted departments to assess the pursuit or support of state legislation that would allow CalWORKs parents whose child(ren) are removed to retain the CalWORKs grant they were receiving before removal of the child(ren) for up to 12 months while the children are in family reunification.

*Lead Agency:* CEO - Homeless Initiative

*Collaborators:* CEO - Legislative Affairs, DCFS, DPSS

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### 3.4 EXPLORE PURSUING OR SUPPORT OF A BILL TO MODIFY ELIGIBILITY REQUIREMENTS FOR CALWORKS PERMANENT HOMELESS ASSISTANCE - ARREARAGES TO ENHANCE UTILIZATION

*Description:* CalWORKs Permanent Homeless Assistance was expanded a number of years ago, to include rental arrearages; however, the specific eligibility requirements greatly limit the number of families who qualify. By contrast, DPSS' Emergency Assistance to Prevent Eviction program (EAPE) is very similar but serves many more families despite being targeted to a smaller user pool. Modifying the State program requirements of CalWORKs Permanent Homeless Assistance - Arrearages to match the EAPE requirements would substantially expand the reach of this homelessness prevention resource.

*Lead Agency:* CEO - Homeless Initiative

*Collaborators:* CEO - Legislative Affairs, DPSS

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### 3.5 ENHANCE THE SUPERVISED INDEPENDENT LIVING PROGRAM (SILP) TO LEVERAGE RENTAL SUBSIDIES FOR ADDITIONAL ELIGIBLE YOUTH

*Description:* The SILP is designed for young adults (ages 18 to 21) who are ready to live on their own with limited financial and emotional support. Although the monthly payment can be used for housing assistance and other living expenses, the program does not include case management or housing navigation services. Without the additional case management support to navigate the identification and negotiation for a rental unit, rental subsidies are underutilized. Supplementing SILP case management with local resources for some youth should increase utilization of SILP and allow for enhanced targeting of transition age youth at highest risk of homelessness.

*Lead Agency:* DCFS

*Collaborators:* CEO - Homeless Initiative

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### 3.6 ENHANCE COORDINATION OF CARE FOR YOUTH TRANSITIONING FROM FOSTER CARE WITH SPECIAL HEALTH CONDITIONS

*Description:* The proposed opportunity would combine the efforts of the DPH nurse case manager with those of the public health nurse

working with DCFS in the Health Care Program for Children in Foster Care (HCPCFC) to improve the coordination of health services for TAY and, at the appropriate age, ensure a smooth, comprehensive transition that includes both a focus on preparing the youth to manage their health care needs and receive the education, social, emotional, housing and other supports necessary to transition to independent living and self-management.

*Lead Agency:* DPH

*Collaborators:* DCFS

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**3.7 CONSIDER/EXPLORE THE POSSIBILITY OF REDUCING THE NUMBER OF PERSONS BEING RELEASED FROM COUNTY JAIL INCARCERATION BETWEEN 7:00 PM AND 7:00 AM. WHEN IT IS NOT POSSIBLE TO AVOID RELEASE DURING THESE HOURS, THE SHERIFF DEPARTMENT WILL WORK WITH COMMUNITY-BASED ORGANIZATIONS TO COORDINATE RELEASES DURING EVENING HOURS.**

*Description:* The release of incarcerated individuals between the hours of 7:00 PM and 7:00 AM greatly reduces the opportunities they have of reunifying with family members and friends for a warm place to sleep. In addition, agencies that provide housing and supportive services are generally not available during these hours. Therefore, jail releases during the night increase the number of people who are homeless immediately following release.

*Lead Agency:* LASD

*Collaborators:* CEO – Homeless Initiative, service partner agencies

# ROSTER OF WORKGROUP MEMBERS

(In Alphabetical Order by Department/Agency)

| DEPARTMENT/AGENCY     | PARTICIPANT  |
|-----------------------|--|
| CALIFORNIA POLICY LAB | Janey Rountree and Maya Buenaventura                                   |
| CEO                   | Phil Ansell and Rowena Magaña  |
| CLUTCH CONSULTING     | Mandy Chapman Semple (Workgroup Consultant)                            |
| DCBA                  | Dana Pratt   |
| DCFS                  | Roberta Medina   |
| DHS                   | Sarah Mahin  |
| DMH                   | Maria Funk and Reina Turner  |
| DPH                   | Megan McClaire   |
| DPSS                  | Deon Arline  |
| EVEREXCEL CONSULTING  | Earl Edwards (Workgroup Consultant)                                    |
| INNER CITY LAW CENTER | Greg Spiegel and Rebecca Watson  |
| LACDA                 | Myk'I Williams   |
| LAHSA                 | Meredith Berkson, Alex Devin, and James Gilliam                        |
| ODR                   | Daniella Urbina  |
| PROBATION             | Reaver Bingham and Randall Pineda                                      |
| SHELTER PARTNERSHIP   | Nicky Viola  |
| UNITED WAY            | Chris Ko and Eric Ares   |
| WDACS                 | Veronica Sigala, David Kochen, Juan Carlos Martinez, and Cherylyn Hoff |

# HOMELESSNESS PREVENTION PROGRAM SUMMARY

This section provides a summary of 11 programs supporting homelessness prevention in Los Angeles County. Interviews for each program included 1-3 program managers and/or program directors. All interviews were conducted between August 19, 2019 and September 25, 2019.

The programs reviewed:

1. DCFS Housing Placement Program
2. DCFS Transitional Housing Placement Program Plus
3. DCFS Transitional Housing Placement Program for Non-Minor Dependents
4. Los Angeles Homeless Services Authority Independent Living Program
5. DMH Housing Assistance Program
6. DPSS Moving Assistance Program
7. DPSS Permanent Homeless Assistance - Arrearages
8. DPSS Emergency Assistance to Prevent Eviction
9. DHS Countywide Benefits Entitlement Services Team Program
10. Probation Post Release Comprehensive Services for AB 109
11. LAHSA Homelessness Prevention for Families, Adults, and Youth

## COUNTY DEPARTMENT PROGRAM SUMMARY

### 1. DCFS TRANSITIONAL HOUSING PLACEMENT PROGRAMS

THPP is an innovative program which furthers the goals of the federal Independent Living Program (ILP), serving as a bridge to ensure foster youth are properly trained, receive a high school diploma or its equivalent, and have affordable housing arrangements to integrate into the community when leaving the foster care system.

#### PROGRAM ELIGIBILITY

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Youth must be current foster youth and meet the additional eligibility requirements:

- Between the ages of 16 and 17 years old.
- Referred to the program by DCFS case manager.

FUNDING AND CLIENTS SERVED

In Fiscal Year (FY) 2017-18, three youth utilized the THPP and the program had \$707,600 of unspent funding.

**Transitional Housing Placement Program (THPP) Budget Allocation\***

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$830,000                 | \$ 122,400           | \$ 707,600                 | 3                        | N/A                     | N/A                                 |

\*Figures are based on 2017-18 budget information.

**2. DCFS TRANSITIONAL HOUSING PLACEMENT PROGRAM PLUS (THP-PLUS)**

The THP-Plus is a transitional housing opportunity for young adults who exited from foster care (including those supervised by Probation) on or after their 18th birthday. The program provides a safe living environment while helping youth to develop life skills for successful independent living.

PROGRAM ELIGIBILITY

Youth must meet the following eligibility requirements:

- Must have exited from foster care at or after 18 years old; or be supervised by the Probation Department.
- Must be between the ages of 18 and 24 years old.

FUNDING USAGE AND CLIENTS SERVED

In FY 2017-18, 110 youth utilized the Transitional Housing Placement Program Plus and the program had \$52,800 of unspent funding.

**Transitional Housing Placement Program Plus (THP-Plus) Budget Allocation\***

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$2,164,800               | \$2,112,000          | \$52,800                   | 110                      | N/A                     | N/A                                 |

\*Figures are based on 2017-18 budget information.

### 3. TRANSITIONAL HOUSING PLACEMENT PROGRAM FOR NON-MINOR DEPENDENTS (THPP-NMD)

Assembly Bill 12 (AB 12) Extended Foster Care (EFC) allows California to lengthen foster care up to age 21 for young adults who meet the federal participation conditions for continued eligibility after age 18, including those served under State-Tribe IV-E agreement and supervised by Probation. These young adults are referred to as Non-Minor Dependents (NMD).

The THPP-NMD is an innovative program which furthers the goals of the federal Independent Living Program (ILP), serving to ensure foster/probation youth are properly trained, and have attained a level of independence and self-sufficiency that allows them to exit care successfully.

#### PROGRAM ELIGIBILITY

Youth must be a DCFS or Probation non-minor dependent (18-20 years old) and must meet the following eligibility requirements:

- Youth must meet one or more of the following AB 12 conditions:
  - In the process of completing high school or an equivalent program
  - Enrolled in college or vocational education
  - Participating in a program designed to promote or remove barriers to employment
  - Employed for at least 80 hours per month
  - Is incapable of enrollment in school or employment due to a documented medical condition.
  - Additionally, youth must be referred by DCFS or Probation case manager.

#### FUNDING USAGE AND CLIENTS SERVED

In FY 2017-18, 510 youth utilized the THPP-NMD and the program had \$5,636,320 in unspent funding.

| Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD) * |                      |                            |                          |                         |                                     |
|--|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| Program Budget Allocation  | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
| \$21,140,320   | \$15,504,000         | \$5,636,320                | 510                      | N/A                     | N/A                                 |

\*Figures are based on 2017-18 budget information.



4. LOS ANGELES HOMELESS SERVICES AUTHORITY INDEPENDENT LIVING PROGRAM (LAHSA ILP)

LAHSA ILP Transitional Housing Program provides a safe and supportive 24-hour residence for youths who have emancipated from Foster Care or Probation and who are ILP eligible.

PROGRAM ELIGIBILITY

Youth must be an emancipated DCFS or Probation youth (18-21 years old) and meet the basic independent living program eligibility requirements.

FUNDING USAGE AND CLIENTS SERVED

In FY 2017-18, 150 youth utilized LAHSA ILP and the program had \$1,359,556 of unspent funding.

**LAHSA-Independent Living Program Budget Allocation\***

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$2,871,556               | \$1,512,000          | \$1,359,556                | 150                      | N/A                     | N/A                                 |

\*Figures are based on 2017-18 budget information.

5. DMH HOUSING ASSISTANCE PROGRAM (HAP)

HAP is available to DMH staff and DMH-contracted agencies serving individuals/families who are homeless or at risk of homelessness as a result of eviction. There are various components of HAP, such as funding for security deposits, utility deposits, household goods, ongoing rental assistance, rehabilitation, and eviction prevention. This summary focuses on the two components that offer eviction prevention services: Eviction Prevention and Ongoing Rental Assistance.

HAP-EVICTION PREVENTION

HAP-Eviction Prevention provides a one-time payment of one month’s rent in arrears and any reasonable late fees as indicated in the lease agreement for households that are at risk of eviction. The payment, to the property owner, is only made to avert an eviction.

PROGRAM ELIGIBILITY

An individual seeking HAP-Eviction Prevention must meet the following eligibility criteria:

- Applicant must be a consumer of mental health services from DMH or a DMH contracted agency.
- Applicant must have been served with a 3-day or 30-day eviction notice.
- Applicant must provide proof of occupancy for a minimum of 6 months at the address indicated on the lease agreement or utility bill.
- Applicant must be able to show proof of sufficient monthly income to maintain the regular monthly rent subsequent to the intervention. The monthly rental amount should not exceed 70 percent of applicant’s documented monthly household income.

#### HAP-ONGOING RENTAL ASSISTANCE

HAP-Ongoing Rental Assistance provides ongoing rental subsidy for clients who face an unexpected financial hardship. This could mean paying the full rent or a percentage of the total rent for individuals or households who are at risk of eviction.

#### PROGRAM ELIGIBILITY

An individual seeking HAP-Ongoing Rental Assistance must meet the following eligibility criteria:

- Applicant must be a consumer of mental health services from DMH or a DMH contracted agency.
- Applicant must have proof on an unexpected financial hardship.
- Applicant must provide proof of occupancy for a minimum of 6 months at the address indicated on his/her/their lease agreement or utility bill.
- Applicant must be able to show proof of sufficient monthly income to maintain the regular monthly rents subsequent to the intervention. The monthly rental amount should not exceed 70 percent of applicant’s documented monthly household income.

#### FUNDING USAGE AND CLIENTS SERVED

### Housing Assistance Program (HAP) Budget Allocation\*

| Program Budget Allocation** | Program Expenditures*** | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|-----------------------------|-------------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$1,861,023                 | \$47,352                | N/A                        | 40                       | N/A                     | N/A                                 |

\*Figures are based on 2017-18 budget information.

\*\*Program budget allocation includes funding for the entire Housing Assistance Program.

\*\*\*Program expenditures highlighted only account for the Eviction Prevention and Housing Assistance components of HAP.

## 6. DPSS MOVING ASSISTANCE PROGRAM (MA)

The MA Program helps CalWORKs Welfare-to-Work (WtW) families who are homeless or at-risk of becoming homeless due to a financial crisis resulting from circumstances out of the family's control. It provides eligible families with a once-in-a-lifetime payment of up to \$2,500 to secure permanent housing.

The MA payment can include:

- Up to two times the total rent (before subsidies) for move-in costs [security deposits (last month's rent, cleaning fees, key deposits)];
- Utility deposits (turn-on-fees) required for gas, electricity and/or water, when not included in the rent;
- Truck rental [truck rental fee, any deposit associated with the rental of the truck, and mileage (if separate from the truck rental amount)];
- Up to \$405 for the purchase of a stove and/or refrigerator when the new residence does not have one; and
- For families with a timed-out adult, up to the amount of the timed-out adult's portion of the family's reduced grant for two months, so that the family can remain in their current housing while they are in the process of moving into the new residence.

### PROGRAM ELIGIBILITY

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An individual seeking DPSS Moving Assistance Program must meet the following eligibility criteria:

- Applicant must be CalWORKs approved;
- Applicant must have exhausted or not be eligible to receive the State's Homeless Assistance Program;
- Applicant must be employed full-time, or employed part-time and actively participating in an approved GAIN WtW activity or Post-Time Limit (PTL) services, or unemployed and actively participating in an approved GAIN WtW activity or PTL services;
- Applicant must be homeless or at-risk of becoming homeless due to a financial crisis resulting from circumstances beyond the family's control (proof of the financial crisis required); and
- Applicant must secure permanent housing where the family's share of the rent does not exceed 80 percent of the family's Total Monthly Household Income (TMHI).

## PROGRAM STRENGTHS

The MA Program can be leveraged as a homeless prevention tool for individuals and/or families attempting to move from one living arrangement to a more affordable apartment that does not exceed 80 percent of their total monthly household income. MA can be very beneficial for first-time housing voucher recipients moving from one apartment to another using a housing voucher.

## FUNDING USAGE AND CLIENTS SERVED

In FY 2017-18, 762 clients utilized the DPSS MA Program. The MA Program is funded by the State and is restricted only to CalWORKs WtW families. In addition, to be eligible for MA benefits, families must meet all eligibility requirements specified under the MA Program Eligibility described within this document.

### DPSS Moving Assistance Program (MA) Budget Allocation\*

| Program Budget Allocation | Program Expenditures | Budget Gap/ Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served** |
|---------------------------|----------------------|-----------------------------|--------------------------|-------------------------|---------------------------------------|
| \$702,063                 | \$597,726            | \$104,337                   | 762                      | \$785                   | 133                                   |

\*Figures are based on 2017-18 budget information

\*\* The figure for potential clients was calculated using the program's average cost per client.

## 7. DPSS PERMANENT HOMELESS ASSISTANCE - ARREARAGES

Permanent HA Arrearages provides a payment for up to two months of back rent when the family receives a pay rent or quit notice resulting from a financial hardship due to circumstances beyond the family's control. Each month of the rent arrearage payment cannot exceed 80 percent of the family's TMHI.

## PROGRAM ELIGIBILITY

An individual seeking DPSS Permanent Homeless Assistance- Arrearages must meet the following eligibility criteria:

- Applicant must be receiving CalWORKs/Refugee Cash Assistance (RCA).
- Applicant must have \$100 or less in non-exempt liquid resources (does not include the current month's CalWORKs/RCA grant).
- Applicant must have received a notice to pay rent or quit or an eviction notice.
- Applicant must provide verification that the eviction is a result of a financial hardship that resulted from extraordinary circumstances beyond the applicant's control, and not for other lease or rental violations.

- Applicant must reside in permanent housing where the applicant’s share of the rent amount does not exceed 80 percent of the family’s TMHI.

**PROGRAM STRENGTHS**

The HA program is almost fully funded by the State and federal government (97.5 percent of the cost) which means that increasing service utilization would not deplete County funds for other homeless/homeless prevention services.

**FUNDING USAGE AND CLIENTS SERVED**

In FY 2017-18, 11 clients utilized DPSS Permanent Homeless Assistance - Arrearages. The program does not have budget constraints and could support a significantly higher number of clients, if they could meet the eligibility criteria.

**DPSS Permanent Housing Assistance -Arrearages (HA) Budget Allocation\***

| Program Budget Allocation** | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|-----------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| N/A                         | \$12,573             | N/A                        | 11                       | \$1,143                 | N/A                                 |

\*Figures are based on 2017-18 budget information.

\*\*Permanent Housing Arrearages is part of the CalWORKs Assistance budget and is funded by the State based on utilization.

**8. DPSS EMERGENCY ASSISTANCE TO PREVENT EVICTION**

The EAPE Program helps CalWORKs Welfare-to-Work (WtW) families who are behind in rent and/or utility bills due to a financial crisis which could lead to an eviction and homelessness. It provides eligible families with a once-in-a-lifetime maximum of \$3,000 to pay their past due rent and/or utilities for up to two months to help them keep their housing.

**PROGRAM ELIGIBILITY**

An individual seeking DPSS Emergency Assistance to Prevent Eviction Program must meet the following eligibility criteria:

- Applicant must be CalWORKs approved;
- Applicant must have exhausted or not be eligible to the State’s Permanent Homeless Assistance Arrearages payment;
- Applicant must be employed full-time, or employed part-time and actively participating in an approved GAIN WtW activity, Post-Time Limit (PTL) services, or unemployed and actively participating in an approved GAIN WtW activity or PTL services;

- Applicant must have a verifiable financial hardship resulting from circumstances beyond the family’s control that caused the nonpayment of rent and/or utilities;
- Applicant must provide documentation to verify the financial hardship;
- Applicant must provide verification of the past due rent and/or utilities; and
- Applicant must agree to pay a part of the past due rent and/or utilities.

#### PROGRAM STRENGTHS

EAPE provides families with up to two months of rent arrearages to prevent families from facing an eviction due to an extraordinary circumstance. The program directly contributes to preventing families from falling into homelessness. The EAPE program is similar to the CalWORKs Permanent Homeless Assistance Arrearages program; however, it has two key differences that dramatically increases the program’s reach:

1. EAPE does not have a rent-to-monthly income ratio eligibility requirement. HA requires applicants to reside in permanent housing where the applicant’s share of the rent amount does not exceed 80 percent of the family’s total monthly household income.
2. EAPE can be used to avoid receiving a notice to pay rent or quit, which allows the program to be utilized as an early prevention measure. The family would have to provide proof of the past due rent in the form of a letter prepared by the property owner, landlord, property manager or other agent acting in a similar capacity. However, HA requires a notice to pay rent or quit or an eviction notice to be eligible for services.

#### FUNDING USAGE AND CLIENTS SERVED

In FY 2017-18, 1,008 families utilized the DPSS EAPE program. The EAPE Program is funded by the State and is restricted only to CalWORKs WtW families. In addition, to be eligible for EAPE benefits, families must meet all eligibility requirements specified under the EAPE Program Eligibility described above.

#### DPSS Emergency Assistance to Prevent Eviction (EAPE) Budget Allocation\*

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$1,303,832               | \$1,123,287          | \$180,545                  | 1,008                    | \$1,114                 | 162                                 |

\*Figures are based on 2017-18 budget information.

9. DHS COUNTYWIDE BENEFITS ENTITLEMENT SERVICES TEAM (CBEST) PROGRAM

CBEST provides disability benefits advocacy to disabled LA County residents experiencing or at-risk of homelessness, so that they may obtain sustainable income through programs including Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), Cash Assistance Program for Immigrants (CAPI), and Veterans Benefits.

PROGRAM ELIGIBILITY

Low-income LA County residents experiencing or at-risk of homelessness who are:

- Blind;
- Disabled; and/or
- Elderly (65+).

PROGRAM STRENGTHS

CBEST is supporting an extremely vulnerable population and is helping them receive SSI, SSDI, CAPI, and Veterans benefits that could help stabilize the individual’s housing. CBEST provides benefits advocacy and housing support to LA County’s most vulnerable populations, from veterans to youth transitioning out of the foster system to residents hospitalized with acute conditions across our health system. The CBEST team is comprised of community-based providers, DHS and DMH clinicians, public interest lawyers, and DHS analysts and community health workers leveraging their collective subject matter expertise to obtain disability benefits for clients. In addition, CBEST caseworkers are connecting clients to primary care physicians, DPSS, and DMH (when necessary).

FUNDING USAGE AND CLIENTS SERVED

In FY 2018-19, 14,268 clients utilized the DHS CBEST program and the program had \$5,444,425 of unspent funding.

**DHS Countywide Benefits Entitlement Services Team Program (CBEST)**

**Budget Allocation\***

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$26,015,000              | \$20,570,575         | \$5,444,425                | 14,268                   | N/A                     | N/A                                 |

\*Figures are based on 2018-19 budget information.

## 10. PROBATION POST RELEASE COMPREHENSIVE SERVICES FOR AB 109

Comprehensive Services for AB 109 are provided to the County's Post Release Services (Assembly Bill 109) Bureau, including those whose sentence was affected by Proposition 47, Public Safety Realignment individuals who were released from prison or county jail, Straight Sentence individuals, and Proposition 47 individuals no longer under split-sentence, post release supervision or non-supervised re-entry individuals as designated by the Board of Supervisors on October 6, 2015 (hereinafter referred to as participants) to enable successful reintegration into the community. Services include reintegration housing and case management that ensures all reasonable efforts are made to prevent homelessness. Additionally, clients can receive auxiliary funds for housing assistance, transportation cost, and employment assistance.

### PROGRAM ELIGIBILITY

This program serves any individual who is a Post Released Supervised person under AB 109 and is being (or has been) released from prison or jail and reintegrated back into the community.

### PROGRAM STRENGTHS

One of the strengths of Comprehensive Services for AB 109 is that the program is housing and serving a vulnerable population and it offers all of its clients transitional housing. In addition to supporting individuals on probation, the program can support individuals who were previously on probation under AB 109 dating back to 2011.

### FUNDING USAGE AND CLIENTS SERVED

In FY 2017-18, 7,909 clients utilized Probation Comprehensive Services for AB 109 and the program had \$707,600 of unspent funding.

#### Probation Post Release Comprehensive Services for AB 109 Budget Allocation\*

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served** |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|---------------------------------------|
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|---------------------------------------|

|              |              |             |       |          |     |
|--------------|--------------|-------------|-------|----------|-----|
| \$12,000,000 | \$10,555,732 | \$1,444,268 | 7,909 | \$11,791 | 122 |
|--------------|--------------|-------------|-------|----------|-----|

\*Figures are based on 2017-18 budget information.

\*\* The figure for potential clients was calculated using the program's average cost per client.



## 11. LAHSA HOMELESS PREVENTION PROGRAMS

LAHSA Homeless Prevention programs offer short-term assistance for low-income participants who are imminently at-risk of homelessness. The programs work to resolve a crisis that would otherwise lead to a loss of housing. The most common prevention activities include: short-term financial assistance; housing-conflict resolution and mediation with landlords and/or property managers; housing stabilization planning; legal assistance, and/or planning for exit from the program. The programs include Homelessness Prevention for Families (Homeless Initiative Strategy A1) and Homelessness Prevention for Adults and Youth (Homeless Initiative Strategy A5).

### PROGRAM ELIGIBILITY

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An individual or family seeking prevention services must meet the following eligibility criteria:

- Applicant must be an adult, transition age youth, or family with minor child(ren).
- Applicant must be at imminent risk of homelessness, or Category 4 (Fleeing DV) according to HUD's Final Rule on "Defining Homeless" (24.CFR parts 91, 576 and 578).
- TAY and single adult applicants must have an acuity score above "19" on LA Continuum of Care (CoC) Homeless Prevention Targeting Tool; families must score above a "21" on LA CoC Homeless Prevention Targeting Tool
- The applicant's income must be at or below 50 percent of their area median income (AMI)

An individual or family can also qualify for problem solving financial services if applicant is in subsidized housing and currently or formerly received services under a homeless housing assistance program (i.e., Homeless Section 8) with income up to 80 percent of area median income (AMI); and at imminent risk of homelessness, or Category 4 (Fleeing DV) according to HUD's Final Rule on "Defining Homeless."

### PROGRAM STRENGTHS

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Any family, adult, or youth can access the program if they meet the eligibility requirements.

### FUNDING USAGE AND CLIENTS SERVED

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In FY 2018-19, 872 families utilized LAHSA Homelessness Prevention for Families services and the program had \$851,000 of unspent funding.

In the same year, 872 individuals utilized LAHSA Homelessness Prevention for Adults and TAY services and the program had \$2,936,000 of unspent funding.

**LAHSA Homelessness Prevention for Families (Strategy A1) Budget Allocation\***

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Average Cost Per Client | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$ 6,000,000              | \$5,149,000          | \$851,000                  | 775                      | N/A                     | N/A                                 |

\*Figures are based on 2018-19 budget information.

**LAHSA Homelessness Prevention for Adults and TAY (Strategy A5) Budget Allocation\***

| Program Budget Allocation | Program Expenditures | Budget Gap/Unspent Funding | Number of Clients Served | Per Client Average Cost | Potential Additional Clients Served |
|---------------------------|----------------------|----------------------------|--------------------------|-------------------------|-------------------------------------|
| \$11,000,000              | \$8,064,000          | \$ 2,936,000               | 872                      | N/A                     | N/A                                 |

\*Figures are based on 2017-18 budget information.

# ANALYSIS OF PERSONS EXPERIENCING HOMELESSNESS AND PRIOR CONTACT WITH COUNTY DEPARTMENTS

## OVERVIEW

The following information is in response to the May 21, 2019 motion, specifically Directive #4 - Recommended target populations for this homelessness prevention effort and Directive #7 - An assessment of the extent to which people experiencing homelessness (including first-time homelessness) have recently exited an institution, and/or have patterns of prior contact with the County.

## DIRECTIVE #4 – RECOMMENDED TARGET POPULATION

The Prevention Workgroup's Action Plan is designed to increase the role of mainstream County Departments in preventing homelessness among their clients. For the past two years, the California Policy Lab (CPL) and the University of Chicago Urban Labs (CPL/UL) have been working in close collaboration with the County to predict homelessness among single adults receiving mainstream services. The potential impact of this proposed strategy depends on whether mainstream County Departments are in fact serving people who experience first-time homelessness or returns to homelessness; Los Angeles County's data suggests that they are.

Each year approximately 6,000 single adults (age 25 or older) receive HMIS services for the first time. It is clear that many of these clients have had prior contact with a variety of Los Angeles County Departments, including DHS, DMH, DPH (SAPC), DPSS, Probation, and/or the Sheriff's Department (Los Angeles County Jail).

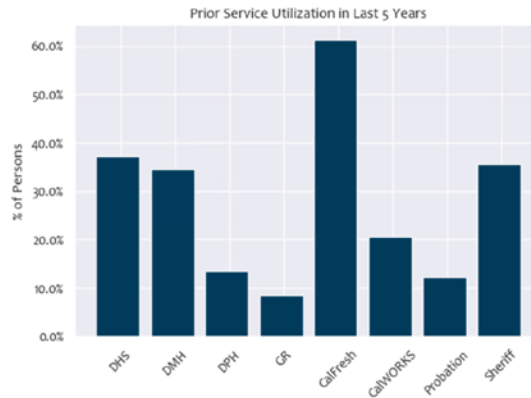
Figure 1 below shows the percentage of single adults *experiencing homelessness for the first time* in 2017, who were clients of these County Departments between 2012 and 2016.

Figure 1

### Prior Service Utilization among First-Time Homeless Single Adults (HMIS Flag) in CY2017



- N=6,022 Single adults 25yo+ were first-time homeless (HMIS flag) in calendar year 2017
  - Figure shows percentage of those clients who utilized services in calendar years CY2012 through CY2016



| DHS (%) | DMH (%) | DPH (%) | GR (%) | CalFresh (%) | CalWORKS (%) | Probation (%) | Sheriff (%) |
|---------|---------|---------|--------|--------------|--------------|---------------|-------------|
| 37.30%  | 34.50%  | 13.50%  | 8.60%  | 61.20%       | 20.60%       | 12.10%        | 35.70%      |

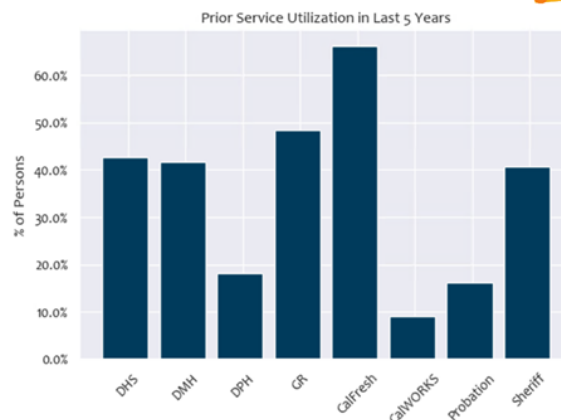
Figure 2 below shows the percentage of *all single adults who experienced homelessness* in 2017 who were clients of these County Departments between 2012-2016.

Figure 2

### Prior Service Utilization among All Homeless Single Adults (HMIS Flag) in CY2017



- N=22,880 single adults 25yo+ were homeless (HMIS flag) in calendar year 2017 (including first-time, continuing, and returning HL)
  - Figure shows percentage of those clients who utilized services in calendar years CY2012 through CY2016



| DHS (%) | DMH (%) | DPH (%) | GR (%) | CalFresh (%) | CalWORKS (%) | Probation (%) | Sheriff (%) |
|---------|---------|---------|--------|--------------|--------------|---------------|-------------|
| 42.70%  | 41.70%  | 18.10%  | 48.30% | 66.20%       | 9.00%        | 16.20%        | 40.60%      |

DIRECTIVE #7 – PATTERNS OF PRIOR CONTACT WITH COUNTY SERVICES

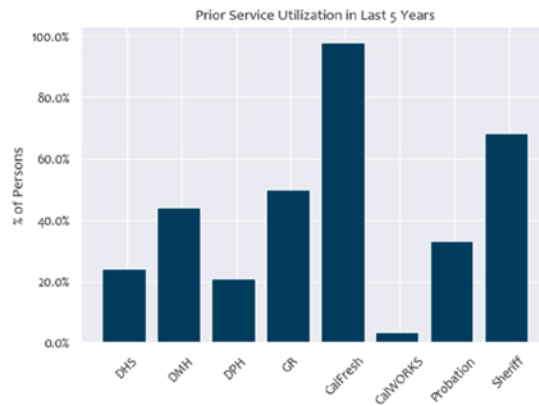
In addition, as detailed in this Action Plan, the CPL/UL has used County data on multi-system service use to predict homelessness among single adults. (A “new homeless spell” is defined as either returning to homelessness after being stably housed for at least six months or experiencing homelessness for the first time.) For example, as reflected in Figure 3, of the 3,000 at highest risk of *first-time homelessness* in 2017, 97.9 percent were CalFresh recipients, 68.4 percent had contact with the Sheriff, 49.9 percent received General Relief, 44.1 percent were DMH clients, and 33.2 percent had contact with Probation. As reflected in Figure 4, of the of the 3,000 at highest risk of a *new homeless spell*, 98.9 percent were CalFresh recipients, 88.0 percent received General Relief, 77.6 percent had contact with the Sheriff, and 63.3 percent were DMH clients.

Figure 2

### Prior Service Utilization among CY2017 First-Time Homeless Risk List



- N=3,000 Single adults 25yo+ on the CY2017 First-Time Homelessness Risk List
  - Figure shows percentage of those clients who utilized services in calendar years CY2012 through CY2016



| DHS (%) | DMH (%) | DPH (%) | GR (%) | CalFresh (%) | CalWORKS (%) | Probation (%) | Sheriff (%) |
|---------|---------|---------|--------|--------------|--------------|---------------|-------------|
| 24.30%  | 44.10%  | 21.20%  | 49.90% | 97.90%       | 3.60%        | 33.20%        | 68.40%      |

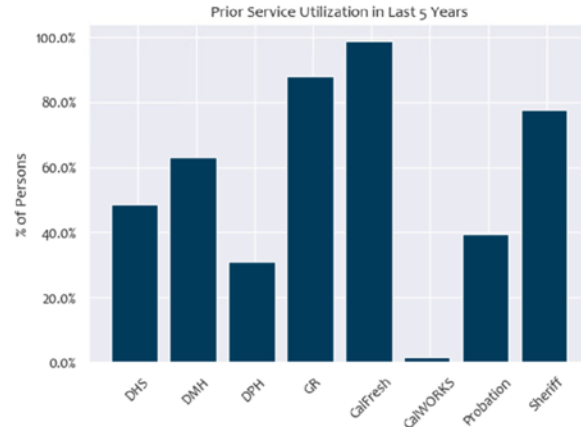
Figure 3

## Prior Service Utilization among CY2017 New Homeless Spells Risk List



- N=3,000 Single adults 25yo+ on the CY2017 New Homeless Spells Risk List

- Figure shows percentage of those clients who utilized services in calendar years CY2012 through CY2016



| DHS (%) | DMH (%) | DPH (%) | GR (%) | CalFresh (%) | CalWORKS (%) | Probation (%) | Sheriff (%) |
|---------|---------|---------|--------|--------------|--------------|---------------|-------------|
| 48.60%  | 63.30%  | 31.10%  | 88.00% | 98.90%       | 1.70%        | 39.40%        | 77.60%      |

## MATRIX OF HOMELESSNESS PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

| No.   | Recommendation  | Impacted Departments/<br>Agencies  | Status                 |
|---|---|------------------------------------|------------------------|
| <b>Ad Hoc Committee on Black People Experiencing Homelessness (December 2018)</b> |   |                                    |                        |
| 1   | Shift the paradigm in the approach to funding and serving people experiencing homelessness to focus on systemic challenges and inequities, rather than individual challenges, and to acknowledge the current crisis and disparities as a product of decades of systemic issues and structural racism. Acknowledge that solutions will require sustained support and funding over an extended period to course-correct.  | LAHSA                              | Pending Implementation |
| 2   | Enhance and require ongoing trainings for relevant provider, LAHSA, City, and County staff in areas such as implicit bias, cultural competency, and the history and impacts of racism and discrimination against Black people.  | LAHSA                              | In Process             |
| 3   | Enhance DCFS support systems for families involved in the child welfare system, with an increased focus on providing services to families at the outset of child welfare involvement to address the traumas of system involvement and potential family separation.  | DCFS                               | In Process             |
| 4   | Improve system coordination and ensure transition planning commences with sufficient time to achieve best outcomes for youth exiting foster care.   | DCFS                               | In Process             |
| 5   | Establish a law enforcement policy that diverts all homelessness-related bookings to services rather than jail (in jurisdictions where this is not already the case).   | LASD<br>Probation                  | Pending Implementation |
| 6   | Based on the results of the global landscape analysis, consider implementing enhancements to programs and services aimed at better supporting those exiting incarceration, such as: <ul style="list-style-type: none"> <li>• broadening and deepening the scope and scale of criminal justice diversion programs provided by ODR.</li> <li>• increasing the network of reception/transition hubs with culturally relevant services.</li> <li>• ensuring rental and housing search/stability assistance is readily available for those exiting from incarceration.</li> <li>• expanding funding for the existing re-entry navigator programs to provide peer-to-peer mentorship, guidance, and support for re-entry populations in accessing housing, employment, healthcare, and education services.</li> <li>• expanding the use of restorative justice programs.</li> </ul> | DCFS<br>LAHSA<br>LASD<br>Probation | Pending Implementation |

## MATRIX OF HOMELESSNESS PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

| No. | Recommendation  | Impacted Departments/<br>Agencies | Status     |
|-----|---|-----------------------------------|------------|
| 7   | Enhance education and coordination between the child welfare system and homeless services system, to improve access to services for families and youth.   | DCFS<br>LAHSA                     | In Process |
| 8   | Enhance the Homeless Initiative Strategy B6 (Family Reunification Housing Subsidy) to include broader supports, such as co-locating CES agency staff at the dependency courthouse (Edmund D. Edelman Children's Courthouse) to support families whose children have been detained and those who are attending with open DCFS cases, to prevent detainment of children.                        | DCFS<br>LAHSA<br>DPSS             | In Process |
| 9   | Increase investments in family preservation initiatives and expand support to include housing specialists and rental assistance for parents involved in the child welfare system for the purpose of keeping families together or helping those parents displaced because of child welfare involvement and court orders mandating family separation.   | DCFS<br>LAHSA                     | In Process |
| 10  | Explore ways DCFS can assess for housing stability at the outset of engagement and continually use a problem-solving approach to assist youth in accessing safe and stable housing.   | DCFS<br>LAHSA                     | In Process |
| 11  | Identify available DCFS resources that can be utilized to support housing stability for youth exiting foster care.  | DCFS<br>LAHSA                     | In Process |
| 12  | Examine opportunities to train mainstream systems of care (Mental Health, Public Social Services, Children and Family Services, Health Services) so that there can be greater opportunities to help clients involved with these mainstream systems to avoid the homeless services system and connect them instead to appropriate, culturally- sensitive services before they become homeless. | LAHSA                             | In Process |



## MATRIX OF HOMELESSNESS PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

| No. | Recommendation   | Impacted Departments/<br>Agencies | Status     |
|-----|--|-----------------------------------|------------|
| 13  | <p>Conduct a racial equity analysis on LAHSA, provider, City, and County contracting requirements, hiring practices, and job requirements to:</p> <ul style="list-style-type: none"> <li>• Identify strategies to make contracting requirements more equitable and to encourage and support smaller organizations in the contracting process, including the use of joint-venture models (in lieu of sub-contractor models).</li> <li>• Identify any existing barriers for Black people and/or people with lived experience (e.g., language requirements, degree requirements, etc.).</li> <li>• Develop a plan and process to increase the recruitment and hiring of Black people and people with lived experience.</li> <li>• Promote racial diversity at all organizational levels, including leadership, management, boards, and commissions.</li> <li>• Analyze job classifications and pay scales of the homeless service workforce across gender and race.</li> <li>• Ensure that lived experience is a desired and valued qualification in hiring processes.</li> <li>• Ensure that management staff is appropriately trained in cultural competency to effectively manage staff with high vulnerabilities and experiences of trauma.</li> <li>• Create opportunities for education and mentorship to support the development of Black people in staff and board leadership.</li> </ul> | LAHSA                             | In Process |
| 14  | <p>Implement targeted efforts (particularly to seniors) to prevent loss of home-ownership, including education around financial literacy and investment, education to protect against scams, and access to resources to prevent foreclosure. Advocate to protect existing federal and state resources and infrastructure to support this.</p>  | LACDA<br>DCBA                     | In Process |
| 15  | <p>Partner with traditional and nontraditional sites frequented by Black people that function as points of prevention and early intervention (beauty/barber shops, churches, community colleges), and use these partnerships as opportunities to inform and educate about available services and to engage.</p>  | LAHSA                             | In Process |

## MATRIX OF HOMELESSNESS PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

| No.  | Recommendation   | Impacted<br>Departments/<br>Agencies | Status     |
|--|--|--------------------------------------|------------|
| <b>Addressing the Needs of Older Adults Experiencing Homelessness (August 15, 2018)</b>                    |  |                                      |            |
| 16   | Shared housing pilot program for older adults.   | CEO                                  | In Process |
| <b>Ad Hoc Committee on Women Experiencing Homelessness (August 27, 2017)</b>                               |  |                                      |            |
| 17   | Fund prevention services (e.g. legal services, eviction prevention).   | LAHSA                                | Complete   |
| 18   | Create longer-term shallow rental subsidies.   | LAHSA                                | Complete   |
| 19   | Enhance funding and capacity of service providers to be able to serve an aging population and changing demographics.   | LAHSA                                | In Process |
| 20   | Target prevention resources to older women, as data indicates women are more likely to become homeless as they age.  | LAHSA                                | In Process |
| 21   | Target prevention resources to women who have experienced violence, especially those who do not meet the federal definition of homelessness.   | LAHSA                                | In Process |
| 22   | Provide support to women who are separated from their children, reunifying with their children, and women who have lost their children, including women who have different family compositions (e.g., grandchildren removed from custody). | DCFS                                 | In Process |
| 23   | Advocate at the state level to increase the per diem rate for board and care.  | Health Agency                        | In Process |
| <b>Re-Orienting Transition Aged Youth Systems of Care to Support Housing Stability (November 20, 2018)</b> |  |                                      |            |
| 24   | DCFS and Probation to report back on preventing discharges into homelessness.  | DCFS<br>Probation                    | In Process |
| 25   | Develop a diversion framework within DCFS and Probation including aftercare for youth exiting care.  | DCFS<br>Probation                    | In Process |
| <b>Employment and Homelessness Taskforce (February 15, 2019)</b>   |  |                                      |            |
| 26   | Expand flexible cash or in-kind assistance to participants, independent of training program enrollment.  | CEO<br>LAHSA<br>DPSS<br>WDACS        | In Process |
| 27   | Maximize CalFresh Employment & Training resources for innovative program design components identified in the Employment and Homelessness Taskforce process.  | WDACS<br>DPSS                        | In Process |