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December 16, 2019

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

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, AGENDA OF NOVEMBER 20, 2018)

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 the three previously-submitted reports to the Board.

This fourth report provides an interim report on deliverables #9, #10 and #11. These deliverables, as detailed in Attachment II, highlight efforts around enhanced data collection, aligning methodology and tools to collect data and a process for ongoing quarterly reporting for two years on the deliverables of this Directive. Additionally, Attachment III provides an update on deliverables #1, and #3 – #7, which were addressed in the April 25, 2019 and August 22, 2019, reports 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. As a result, a joint response was prepared to address the actions taken in furtherance of 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 housing stability for TAY.

Each Supervisor
December 16, 2019
Page 2

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

Included in this report are the following key activities that have been implemented to enhance the TAY systems of care to support housing stability:

- Identification of currently available universal data elements to prepare first data dashboard on housing programs available to support housing stability.
- Development of data workgroup to further enhance data collection and reporting efforts.
- Ongoing specialized training for DCFS/Probation staff on connecting TAY to housing and other resources.
- Co-location of Specialized Youth Coordinated Entry System (YCES) liaisons within DCFS and Probation to facilitate connections to the YCES.
- Additional 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.

The Board's deliverable #11, directs the DCFS, DMH, LAHSA, and Probation to report back quarterly for two years on the progress towards achieving the goals outlined in the motion. Since CEO is coordinating this effort, the CEO will provide the first quarterly report on this motion by February 28, 2020. This first quarterly report will include the first data dashboard on currently available universal data elements provided by DCFS/Probation, LAHSA, and DMH; these future quarterly reports will replace the interim reports which the CEO has been submitting since adoption of the motion on November 20, 2018.

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

August 22, 2019 - The CEO submitted a third report addressing deliverables #4 and #7; and provided an interim report on deliverables #9, #10, and #11. These deliverables highlight efforts around discharge plans, a homelessness diversion framework and enhancing data collection and reporting mechanisms for TAY housing programs. Additionally, an update on deliverables #3 and #5, described below, was included.

April 25, 2019 - The CEO 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 THP-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.

December 20, 2018 – DCFS submitted the first report addressing deliverable #8, on whether a consultant should be engaged to support the work required by this Board motion.

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

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 YCES, 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.

Discussions are ongoing with DCFS/Probation, DMH and LAHSA about how best to enhance data collection efforts. Of the above identified data elements, the following three universal data elements collected by DCFS/Probation, DMH and LAHSA are: 1) lengths of stay in the various housing programs administered by each department/agency; 2) the age of youth at program entry; and 3) average vacancy rate for each housing program. A preliminary data report of three universal elements collected by LAHSA, DMH, DCFS and Probation for calendar year 2018 is being prepared for reporting in February 2020. Additionally, LAHSA will provide data on acuity score ranges for YCES participants entering the system during the given reporting period.

Beginning January 2020, LAHSA will begin tracking more reliable self-reported data on current and former Foster Care and Probation involvement among YCES participants and will provide this data element in subsequent reporting periods once a large enough data sample is available. This February 2020 initial report will serve as a baseline for these specific data elements. The same data for calendar year 2019 is targeted for June 2020.

Departments/Agencies are continuing to assess the feasibility of collecting the elements identified below:

- Length of time on waitlist (non-YCES programs)
- Number of applicants denied and reason for denial
- Reasons for exits to unstable housing
- Types of unstable housing to which TAY are exiting
- Number of TAY waiting for a resource
- Number of TAY instructed to address mental or behavioral health concerns before acceptance into housing

Some barriers to collection and reporting of the above data elements include:

- Subcontractor Involvement - DCFS/Probation collects data annually from subcontractors each March for the preceding year. Changes to data collection elements and reporting timeframes would need to be amended into future contracting processes.
- Reliability of data - LAHSA data on connection to DCFS/Probation is based on self-reporting by TAY.
- Data tracked in various systems – DCFS/Probation, DMH, and LAHSA each collect data in different systems.

To address these barriers, the CEO, DCFS/Probation, DMH, and LAHSA will continue working with the Office of the Chief Information Officer to develop an automated process for collection of the various data elements identified above and matching of data from the various systems.

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, Department of Public Social Services (DPSS) and Homeless Management Information System (HMIS) data to determine if youth who have exited care are experiencing homelessness after discharge from care.

DCFS/Probation, DMH and LAHSA are continuing to explore aligning tools and methodologies. Additional DCFS/Probation staff and liaisons are being brought on board to focus on housing insecurity and problem-solving, which will support enhanced efforts to collect better data and use common tools for tracking youth housing data.

Deliverable #11: Report developed by the CEO, in partnership with DCFS, DMH, Probation and LAHSA

Quarterly Reporting

Direct DCFS, DMH, LAHSA, and Probation to report back quarterly for two years on the progress towards achieving the goals outlined above.

The first quarterly report on universal data elements identified in deliverable #9 is targeted by February 28, 2020. Updates on deliverables #1, and #3 – #7 are included in Attachment III, and progress will be reported quarterly beginning February 28, 2020.

UPDATE ON PREVIOUSLY REPORTED DELIVERABLES
(As reported in the August 22, 2019 and April 25, 2019 Board Memos)

Deliverable #1: Report developed by Department of Children and Family Services (DCFS)

AVAILABLE FUNDING TO INCREASE CAPACITY IN THE TRANSITIONAL HOUSING PLACEMENT (THP – PLUS) AND TRANSITIONAL HOUSING PLACEMENT PROGRAM FOR NON-MINOR DEPENDENTS (THPP-NMD)

DCFS to report on available funding to increase capacity in the Transitional Housing Placement (THP – Plus) program by at least 50 percent and at least an additional 33 percent increase in the Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD), including appropriate bed rates and expanding the range of programs, including those that can serve youth with high needs, low barrier placements, placements with intensive mental health services, other wraparound services and aftercare to ensure the placement's success.

Given the current invoicing patterns, vacancy rates, and the Community Care Licensing (CCL) approvals, DCFS is employing a phased-in approach to increase the capacity in the THPP-NMD program by first amending contracts with agencies that are at, or near capacity. To accomplish the expansion, DCFS is exercising the Director's delegated authority to increase contracts by 10 percent for those agencies that had their capacity increase approved by CCL. To date, only First Place for Youth and David and Margaret have received CCL approval to increase capacity. Because of this increase, First Place for Youth will have an additional 10 beds for their THPP-NMD program in Service Planning Area 4 available. Two agencies - Olive Crest's and Penny Lane had increase requests denied by CCL; however, Penny Lane has reapplied and is awaiting approval.

DCFS will continue to work with the remaining providers to ramp up their capacity and amend contracts, increasing up to 33 percent, based on demonstrated ability to increase their current capacity. Agencies that have not applied for an increase with CCL include: Aspiranet, Walden, First Steps for Youth, CHAIN Reaction, Renaissance and St. Anne's.

Similarly, THP-Plus contracts have been amended to provide an initial 10 percent increase to prepare for the program expansion. A subsequent contract amendment for the remaining 40 percent will follow. St. Anne's and United Friends of the Children are the only two THP-Plus providers that elected to not increase their program capacity at this time.

Overall, the THP-Plus providers that will be increasing capacity have expressed their excitement about the expansion opportunity for this housing program.

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

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

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

Based on the recommendations provided in the April 2019 report for this Directive, below are updates on the various previously identified recommendations:

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.

Recommendation 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, this strategy will require a reduction in the number of LAHSA ILP beds Countywide.

Status: Supported by the CEO, LAHSA and DCFS have agreed to increase the LAHSA ILP bed rates for non-mental health beds to the greatest extent possible while preserving the number of beds currently in operation.

Recommendations 3 and 4: 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: As a result of bed rate increases agreed to under Recommendation 2 above, all Chafee Program room and board funding will be utilized. Any further program enhancements will be considered as part of future procurement efforts. With support from CEO, LAHSA and DCFS will discuss alternative uses for Chafee Program room and board funding in advance of the re-procurement of LAHSA ILP beds.

Recommendation 5: In accordance with Directive #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 YCES.

Status: LAHSA began delivering trainings in October 2019 for supervisory staff in the Probation Transitional Jurisdiction Division. These trainings covered youth homelessness, YCES, housing and support service resources (including ILP), and newly-funded DCFS/Probation liaisons, described in full in Directive #4. As of this report-back, LAHSA has also trained all Regional Administrators at DCFS as well as ILP Coordinators staffed by DCFS Youth Development Services on the DCFS/Probation liaisons and the referral process to YCES. LAHSA and YCES lead agencies have also begun training DCFS regional office staff in advance of the rollout of DCFS/Probation liaisons.

Recommendation 6: Develop a process for DCFS and Probation to cross-reference their databases and identify all LAHSA ILP-eligible youth, conduct outreach to identified youth, and refer LAHSA ILP-eligible youth in need of housing assistance to YCES.

Status: Discussion is underway with the Office of the Chief Information Officer on how best to move forward with this effort.

Recommendation 7: Continue efforts to refine YCES processes and further streamline access for eligible youth to LAHSA ILP beds and/or other resources available through YCES.

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 Coordinated Entry System (CES) matching and usage of YCES online tools that support the referral process; 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.

Additionally, DCFS/Probation are partnering with LAHSA to integrate the newly-funded DCFS/Probation liaisons, who will work closely with ILP coordinators (DCFS) and Probation camp staff identified as Regional Champions (Probation) to divert high-risk youth exiting or exited from care or Camps to temporary or permanent housing wherever possible, or to support access to LAHSA ILP beds and/or other resources available through CES. The DCFS/Probation liaisons will provide short-term navigation services to LAHSA ILP-eligible youth interested in Transitional Housing who are referred from DCFS and Probation, until they have successfully moved into a LAHSA ILP bed.

Deliverable #4: Report development by DCFS, Probation and LAHSA.

LAHSA'S UNIVERSAL REFERRAL PROCESS

Direct DCFS, Probation, and LAHSA to develop a universal referral process from DCFS and Probation to the Youth Coordinated Entry System (YCES), develop a plan to train DCFS social workers and probation officers on YCES 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 YCES.

LAHSA has coordinated with DCFS and Probation to establish a universal referral process to YCES via the DCFS/Probation liaisons newly-funded by LAHSA. These staff will serve young people ages 17¾ - 24 experiencing or at risk of homelessness who are exiting care or a Probation camp within 90 days or have already exited care or a Probation camp. Young people ages 18 or older who are experiencing or at risk of homelessness who are on Probation but do not have a suitable placement order are also eligible for referrals to the liaisons. The liaisons began accepting referrals in December 2019.

To ensure the design of these positions adequately serve and target the housing-related needs of young people exiting or exited from care, LAHSA convened multiple times with DCFS Regional Administrators and Probation Transitional Jurisdiction Division leadership in September and October 2019 to finalize the scope for the positions and identify strategies for integrating them into the day-to-day operations of DCFS and Probation. Towards this end, the liaisons will be available on-site, where appropriate, at select DCFS and Probation locations, and will receive referrals directly from any DCFS or Probation staff serving eligible young people. These staff will work in tandem with ILP Coordinators at DCFS and Probation and will first engage in problem-solving with referred participants to support them to access services via mainstream resources, participants' family and friend networks, and access temporary or permanent housing outside of YCES wherever feasible. For young people who cannot be diverted into temporary or permanent housing, and as appropriate, the liaisons will serve as mobile YCES Access Points to facilitate entry into CES (i.e., administer population-appropriate CES Surveys) and provide access to YCES resources, where available. The liaisons will also provide short-term navigation services for select young people in need of entry into YCES including all LAHSA ILP-eligible referrals to ensure they successfully access available LAHSA ILP beds. The liaisons will provide navigation services to LAHSA ILP-eligible referrals from the point of referral until move-in to a LAHSA ILP bed, if that intervention meets the needs and preferences of the young person.

LAHSA trained supervisory staff in the Probation Transitional Jurisdiction Division in October 2019 on YCES and the new referral process, as well as Regional Administrators at DCFS in October 2019 and ILP Coordinators at DCFS Youth Development Services in December 2019. LAHSA and YCES lead agencies will continue to train DCFS regional office staff on YCES and the universal referral process (i.e., the DCFS/Probation Liaisons) in advance of the next report-back.

Deliverable #5: Report developed by DCFS, Mental Health (DMH), LAHSA, and the 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

DCFS met with small group home providers (six-bed providers who will not transition to a Short Term Residential Therapeutic Program) to assess their willingness to convert to one of the various types of transitional housing programs. DCFS along with the Community Care Licensing Division (CCLD) conducted a meeting to inform the providers of the requirements, variations and challenges with applying for the various transitional housing type licenses. DCFS is identifying interested providers and will provide technical support to assist with those interested in transitioning.

DMH expansion for TAY

Los Angeles County Development Authority, in conjunction with the Department of Mental Health (DMH), released the No Place Like Home (NPLH) Notice of funding availability (NOFA) in April 2019. The outcome of NOFA resulted in fifty-eight (58) housing developments being recommended for funding, including six (6) identified Transition Age Youth (TAY) as the target population:

Results of NPLH Notice of Funding Availability		
Target Population	Number of Developments	Number of Units
TAY	6	137

With the additional six (6) developments, DMH will now have nineteen (19) MHSAs funded housing developments targeting TAY:

MHSAs Funded Housing Developments		
Target Population	Number of Developments	Number of Units
TAY	19	304

Of the nineteen (19) MHSAs funded housing developments, eleven (11) are currently occupied, housing approximately 130 formerly homeless TAY.

Deliverable #6: Report Developed by the DCFS, Probation, in consultation with DMH, LAHSA, and the CEO

STAFFING

Direct DCFS and Probation, in consultation with DMH, LAHSA and CEO, to report back in 90 days with a staffing plan to enhance each Department's efforts to prevent discharges into homelessness (DCFS and Probation's staffing plan shall explore the feasibility of inclusion of dedicated staff to support housing navigation, assess adequate staffing of ILP coordinator positions and administrative staff, as necessary), and to monitor, track and ensure connection to housing supports after exiting care.

DCFS will re-submit staffing requests for additional housing items to support Homeless Initiative Strategy A4 during the next supplemental budget period. There are currently five vacant ILP Coordinator positions, for which DCFS is currently recruiting. DCFS has offered lateral transfers and has canvassed through the Supervising Children's Social Worker (CSW) certification list. Interviews are being conducted and will continue until all positions are filled.

Deliverable #7. Report developed by 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 YCES pilots with DCFS and strategies for systematically identifying youth exiting care who are at greatest risk for experiencing homelessness.

DCFS has made significant progress with respect to tracking and documenting efforts to prevent discharges into homelessness. This includes sampling a larger number of 6-Month Transition Plans completed by CSW staff. Sampling was implemented to monitor implementation of enhanced discharge policy and has served to strengthen discharge processes for youth leaving foster care, as well as, provide a more comprehensive plan to prepare youth in locating stable housing, identifying supportive service needs and any gaps because of implementation of AB12 (law that extends foster care from age 18 to 21).

The quality assurance reviews conducted by DCFS for July 2019 and August 2019 highlighted that 73 percent and 77 percent, respectively, of discharging cases reviewed included comprehensive discharge plans. In addition to this effort, questionnaires are continually mailed to former foster youth who have recently exited from foster care, to collect feedback on experiences since discharge. 88 percent of those questionnaires returned report that they have maintained contact with their former CSW, while 85 percent of the respondents reported as living in stable housing. For the most recent mailing period, 170 Foster Care Exit questionnaires were mailed to former foster youth who left care in April, May, and June 2019. Twenty-six surveys, or 15 percent of those mailed out were returned, and the survey results indicated a desirable level of stability, which was extremely encouraging.