January 4, 2017

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

From: Sachi A. Hamai  
Chief Executive Officer

SEMI-ANNUAL REPORT ON BOARD PRIORITIES (ITEM NO 4-A, AGENDA OF JUNE 27, 2016)

In 2015, the Board established four Board Priorities. They are: Sheriff’s Department/Justice Reform, Child Protection, Health Integration, and the Homeless Initiative. In 2016, the Board added a fifth priority, Environmental Oversight and Monitoring, when it instructed the Chief Executive Office (CEO) to take a more proactive role in this area. Generally speaking, “Board Priorities” are large initiatives identified by the Board requiring multi-departmental and public-private collaboration. On June 27, 2016, the Board requested semi-annual reports, during a regularly scheduled Board meeting on the Board’s established priorities.

This memo provides a high level summary of progress, accomplishments and the overall status of each of the identified priorities for the reporting period of July 2016 through January 2017. Leaders from each initiative will be providing an oral report to the Board during the Board meeting on January 10, 2017.

The Sheriff’s Department/Justice Reform

The Sheriff’s Department has taken several steps to implementing reforms, including developing and implementing strategies to replace Men’s Central Jail, to better manage its inmate population; working with federal authorities to address concerns regarding the condition of County jails through the Department of Justice (DOJ)/Rosas Settlement; and partnering with the Department of Health Services to transition to a coordinated delivery of health, mental health and substance abuse services in the County Jail. The Sheriff’s Department’s detailed narrative is contained in Attachment I and a summary of the report is provided below.
### Jail Replacement
**Mira Loma Women's Detention Facility**
- The Final Environmental Impact Report (FEIR) has been certified by the Board.
- The time to file an appeal, challenging the report, has expired and no appeal has been filed.
- The project scoping documents are complete.

### Consolidated Correctional Treatment Facility
- The Board authorized the refinement of the proposed Consolidated Correctional Treatment Facility (CCTF) project scope, which will include a new Inmate Reception Center (IRC) and relocate the Correctional Treatment Center (CTC) from the Twin Towers Correctional Facility (TTCF) to the new CCTF project.
- The final draft of the scoping documents will be completed in January 2017 following review by the Department of Health Services (DHS), Chief Executive Office (CEO), and Department of Public Works (DPW). The final draft will be completed in early 2017.
- The Environmental Impact Report is being drafted.

### Implementation of DOJ/Rosas Compliance Status (Force and Inmate Grievance Settlement)
- **DOJ Compliance Status** (of 69 total provisions for the DOJ agreement): Eight provisions are expected to reach sustained compliance. They will be completed at the end of the year and will no longer be subject to monitoring.
- 42 provisions are in partial compliance.
- The remaining provisions are in varying stages of completion.
- All policy updates have been completed and training is ongoing. Reform efforts continue in preparation for the monitor's audit phase, which begins in January 2017.

### Integrated Correctional Health/Medical Services Bureau (MSB)
- The Memorandum of Understanding (MOU) has been drafted and pending signature by impacted Departments.
- DHS filled key leadership positions within the newly created Correctional Health Services unit. Recruitment efforts continue for clinical and social worker vacancies.
- Phase I was successfully implemented and over 350 Department of Mental Health (DMH) employees and 100 MSB providers transferred to DHS Correctional Health Services Unit. DHS and the Sheriff's Department are currently developing plans to transition the remaining 1,500 employees to DHS, in Phase II, by September 2017.
- In January 2017, the Sheriff's Department and the MSB will begin a pilot program using the new Medical Pass Dashboard (MPD) system, to streamline the medical pass issuance process and assist in data collection of inmates who miss medical appointments.

### The Office of Child Protection:

On June 10, 2014, your Board adopted recommendations from the final report of the *Los Angeles County Blue Ribbon Commission on Child Protection*, which included a recommendation to establish the Office of Child Protection (OCP). The OCP is responsible for, among other things, implementing the recommendations from the Blue Ribbon Commission. The OCP provided progress updates to your Board on August 1, 2016, and December 9, 2016. Below are some of the key accomplishments and ongoing activities since OCP's August 1, 2016 report. The OCP's detailed report is contained in Attachment II and a summary is provided in the table below.
Office of Child Protection

Countywide Child Protection Strategic Plan 2016-2021:
- OCP’s strategic plan has been finalized.

Countywide Prevention Plan:
- OCP continues to work with County Departments and community partners to develop a countywide prevention plan that will expand and link community programs and resources to support earlier access to a full complement of services, such as home visitation, early care and education programs.

Consolidation of Public Health Nurses (PHNs):
- On December 13, 2016, the OCP issued its 90-day report on progress towards the consolidation of the Department of Children and Family Services (DCFS) and the Department of Public Health’s (DPH) Public Health Nurses.
- The consolidation is targeted for completion by June 30, 2017.

Psychotropic Medication:
- On December 13, 2016, the OCP updated protocols for authorizing and monitoring psychotropic medication use for youth under the supervision of dependency and delinquency court.

Review of the Children’s Special Investigative Unit:
- The OCP issued its report and recommendations related to the Children’s Special Investigation Unit.

Transitional Shelter Care Pilot:
- The OCP continues to monitor implementation, a pilot targeted towards hard-to-place youth in Transitional Shelter Care.
- The number of hard-to-place youth has decreased due to both the pilot and changes in DCFS practices.

Evaluation of Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Services Provided to Youth by the County:
- The Center of Strategic Public-Private Partnerships (CSPPP) held a briefing with funders and departments to raise additional funding to complete the survey.

Health Integration

On August 11, 2015, the Board approved the creation of the Los Angeles County Health Agency (Health Agency) with the goal of streamlining and integrating comprehensive health services through the integration of the Departments of Health Services (DHS), Mental Health (DMH), and Public Health (DPH). The Health Agency provides quarterly reports to the Board on the progress of achieving its goals and outcomes and changes in funding streams. The following is a brief summary of activities that will be reported in the Health Agency’s upcoming quarterly report.

Goals and Outcome Measures

The Health Agency continues to finalize metrics for its eight strategic priority areas. The Board previously approved Health Agency metrics for five priority areas. The remaining three priority area metrics will be presented to your Board in January 2017. The following are highlighted activities and accomplishments for each Health Agency priority:
### Health Agency Priority Areas

#### Consumer Access and Experience:
The Health Agency continues to implement a number of strategies to improve patient satisfaction and provide services across departments.

- Developed a standardized Health Agency consumer survey instrument.
- Began implementation of comprehensive customer service training, primarily focused on empathy and respect.
- Developed a new Health Agency policy to enable sharing of clinical information among DHS, DMH, and DPH.

#### Housing and Supportive Services for Homeless Consumers:
- As part of the Homeless Initiative Strategy E11, a "SuperConnect" team will be developed to assist departmental and community-based providers identify an appropriate housing program for difficult to place individuals and streamline access to appropriate housing and support services.
- All plans for operationalizing the first sobering center have been finalized and the sobering center will open on Skid Row January 2017. This will serve as an alternative to jails and emergency rooms for those suffering from acute intoxication or chronic alcoholism.

#### Overcrowding of Emergency Department by Individuals in Psychiatric Crisis:
- Provided Mental Health First Aid Training for Health Agency staff and other County departments.
- DMH will finalize an agreement with Exodus to provide Urgent Care Services on the Harbor-UCLA campus.
- Opened Five (5) Urgent Care Centers.

#### Access to Culturally and Linguistically Competent Programs and Services:
- Will increase the number of promotoras/community health workers from approximately 90 to 180.
- For fiscal year (FY) 2016-17, DMH will expand its promotoras program to serve American-Indian, Filipino, Somali, and Armenian communities.

#### Diversion of Corrections-Involved Individuals to Community-Based Programs and Services:
- Implemented the Misdemeanor Incompetent to Stand Trial (MIST) Program to assist individuals recently released from jail.
- Implemented Jail In-Reach services and made referral housing and treatment.
- Implemented the Felony Pre-Trial Diversion program and transitioned 80 individuals, suffering from mental illness, from jail into Office Diversion and Reentry Housing and supportive services.

#### Implementation Expanded Substance Use Disorder Benefits:
- The Health Agency launched the My Health LA Substance Use Disorder (SUD) services and benefits, which mirrors the current Drug Medi-Cal (DMC) package.
- Created an outreach and support team to assist providers complete DMC applications to ensure adequate patient access to these services.

#### Vulnerable Children and Transitional Age Youth:
- Helped validate the Commercial Sexual Exploitation-Identification Tool (CSE-IT) to assist providers identify youth at risk for sexual exploitation.
- Trained 1000+ clinical providers on Commercially Sexually Exploited Children.
- Developed the first responder and treatment protocols used at the Medical HUBs.

#### Chronic Disease and Injury Prevention:
- The DHS' Measure B funding provided support to expand the Parks After Dark program to leverage federal funding from the Probation Department's Title IV-E Waiver, which helped expand the program from eight parks in 2015 to 21 parks in 2016.
Funding Sources Update: The Whole Person Care (WPC) Pilot Program

On November 1, 2016, the Board delegated authority to the Health Agency to accept a five-year award of $450 million from the California Department of Health Care Services to implement the WPC Pilot program. This pilot will support the County’s priorities to reduce homelessness, provide diversion and reentry services, and improve access to substance abuse and mental health services.

Stakeholder Engagement

The Health Agency continues to work with the Integration Advisory Board (IAB), County Commissions and labor unions to identify opportunities to improve services delivery. Currently, the Health Agency is conducting a survey and logo/slogan competition to engage staff in the development of the Health Agency’s mission.

Homeless Initiative

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, which included 47 strategies to combat homelessness. Since February 9, 2016, Departments key to implementing the strategies in the HI have been developing, vetting and refining implementation plans. Some of the plans have been recently operationalized and the HI is starting to see the results of the collective effort of the County Departments and our partners. The HI provides the Board with quarterly status reports on the status of these strategies. The third status report was provided to your Board on November 9, 2016 (Attachment III), and the following table summarizes more recent developments.

<table>
<thead>
<tr>
<th>47 Strategies Implementation Highlights:</th>
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<tr>
<td><strong>A1 Homeless Prevention Program for Families:</strong></td>
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<td>• 129 families have retained permanent housing; 247 families are currently being provided with homeless prevention services.</td>
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<td><strong>B1 Provide Subsidize Housing for Homeless Disabled Individuals Pursuing SSI:</strong></td>
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<td>• 12 individuals have been housed.</td>
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<td><strong>B3 Partner with Cities to Expand Rapid Re-Housing:</strong></td>
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<td>• 150 clients have been housed; 357 clients are enrolled in various stages of engagement leading to rapid-rehousing.</td>
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<td>• Additionally, the County is in the final stages of executing partnership agreements with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for families and individuals.</td>
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<td><strong>B4 Facilitate Utilization of Federal Housing Subsidies:</strong></td>
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<td>• Six formerly homeless families have been successfully housed, with an additional seven homeless families in the final stages of placement.</td>
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<td>• 30 landlord requests to participate in the Homeless Incentive Program have been received, and 12 vacant units for voucher holders have been secured, with an additional 10 vacant units currently being processed.</td>
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<td><strong>B6 Family Reunification Housing Subsidy:</strong></td>
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<td>• A Request for Proposals (RFP) was issued in October 2016, service agreements with providers are targeted to be executed by the end of the year to provide rapid rehousing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to the return of the child(ren).</td>
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B7 Interim/Bridge Housing for Those Exiting Institutions:
• 18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in Los Angeles County, effective October 1, 2016.

C6 Targeted 551 Advocacy for Inmates:
• A RFP, to secure Benefits Advocacy contractors, was released on September 21, 2016. Deadline for submission of proposals was October 31, 2016.

D2 Expansion of Jail-in-Reach:
• Staff has been hired to support the expansion of jail-in-reach. Existing work orders were augmented for participating Intensive Case Management Services providers who will be conducting Jail-in-Reach services: Los Angeles Men’s Place (LAMP), Special Services for Groups, Amity Foundation, and Volunteers of America.

E1 Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for Supplemental Security Income (SSI) and Veterans Benefits:
• The Social Security Administration and US Interagency Council on Homelessness convened a hearing in Los Angeles, with the State, County and key community partners, to explore ways to enhance access to SSI for individuals experiencing homelessness.

E4 First Responders Training:
• The training curriculum has been developed and the initial training class took place on October 26, 2016.

E6 Countywide Outreach System:
• The initial RFP process has been completed and new contracts were awarded for 12 Coordinated Entry System (CES) outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016.
• Los Angeles Homeless Services Authority (LAHSA) has hired its Macro Outreach Coordinator.
• LAHSA, DMH and DHS have begun meeting with each of the CES regional leads to negotiate contracts for the multidisciplinary staff. They have met with 6 of the 8 Service Planning Areas (SPA). Another meeting was held on December 14, 2016, and the last SPA is still deciding on their next course of action.
• CEO, LAHSA, and DMH met with 211 and developed a Statement of Work to manage the centralized call center, which LAHSA is currently reviewing.

E8 Enhance the Emergency Shelter System:
• As of October, there is a total of 1,595 shelter beds operating 24 hours per day/7 days/week with enhanced services provided on site. LAHSA awarded funding for housing navigation services that will focus on the shelter system; nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.

E14 Enhanced Services for Transition Age Youth:
• The Youth Coordinated Entry System has been implemented.

Other Homeless Initiative Directives

Evaluation Plan: The first evaluation plan of the HI strategies is projected to be completed in January 2018. It will cover program performance for FY 2016-17. An interim evaluation brief will be provided in February 2017.

Research Agenda: The CEO Homeless Initiative presented a proposed research plan on homelessness for Los Angeles during the November 17, 2016 Homeless Deputies’ meeting. The research plan was developed in collaboration with the United Way’s Home for Good Initiative.
Targeted Homeless Services/Outreach for heavy Users (Top 5%): On September 13, 2016, the CEO provided a report detailing the services and costs for high-cost homeless single adults and developed a protocol to identify and prioritize these individuals for housing and supportive services. This protocol was implemented in November 2016 and status updates will be provided in future HI quarterly reports.

Homeless Initiative Community Conference: The Office of Homelessness will host the first annual Homeless Initiative Community Conference on February 8, 2017. The Conference provides a forum to discuss lessons learned and review the past year’s accomplishments with government, community and private partners.

Environmental Health Oversight and Monitoring

On June 27, 2016, the Board directed the CEO to prioritize environmental health oversight and monitoring. The CEO has convened meetings with the Departments of Public Health, Fire, Public Works, and the Office of Emergency Management to develop an approach to strengthen the County’s ability to prevent, prepare and respond to environmental health hazards. The CEO’s December 13, 2016 memo to the Board (Attachment IV) outlines a conceptual design for enhanced environmental oversight and monitoring, which includes a heightened focus on prevention and preparedness strategies. The CEO will work with Public Health during the budget process to identify resources required to launch this initiative.

The next semi-annual report will be submitted on July 11, 2017. Please let me know if you have any questions, or you may contact Fesia Davenport at (213) 974-1186 or via email at fdavenport@ceo.lacounty.gov.

SAH:JJ:FAD
AU:yjf

Attachments

c: Executive Office, Board of Supervisors
    County Counsel
    All Departments
January 10, 2017

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
PROGRESS UPDATE ON SHERIFF'S INITIATIVES

On June 27, 2016, the Board requested the Los Angeles County (County) Sheriff's Department (Department) provide a semi-annual update on the Sheriff's initiatives in the areas of Jail Replacement, Implementation of DOJ/Rosas Reforms, and Integrated Correctional Health/Medical Services Bureau. The current status of the programs are outlined below:

**Jail Replacement**

**Mira Loma**

- On October 25, 2016, the Final Environmental Impact Report (EIR) was certified by the Board which initiated the required appeal period. As of November 28, 2016, no appeal or legal claims were filed to challenge the EIR, therefore the County can move forward with the project.

- The Project scoping documents are complete. The final scope of work is to be reviewed and approved by the state as part of the AB900 process.

**Consolidated Correctional Treatment Facility**

- On October 25, 2016, the Board authorized the refinement of the proposed Consolidated Correctional Treatment Facility (CCTF) project scope to include a new Inmate Reception Center (IRC) and relocate the Correctional Treatment
The Honorable Board of Supervisors

January 10, 2017

Center (CTC) from Twin Towers Correctional Facility (TTCF) to the new CCTF project.

- A draft of the scoping documents has been completed and is currently being reviewed by the Department, Department of Health Services (DHS), Chief Executive Office (CEO), and Department of Public Works (DPW). The final draft is expected to be completed in early 2017.

- The EIR is being drafted.

Implementation Of DOJ/Rosas Reforms

DOJ Compliance Status (Of 69 total provisions for the DOJ agreement)

- Eight are expected to reach sustained compliance. They will be completed at the end of the year and will no longer be subject to monitoring.

- Forty-two are in a status of partial compliance.

- The remainder are in differing stages of completion.

Rosas Compliance Status (Force and Inmate Grievance Settlement)

- All policy updates have been completed and training is ongoing. Reform efforts continue and are on track in preparation for the monitor’s audit phase, which begins January 2017.

Integrated Correctional Health/Medical Services Bureau

In cooperation with our healthcare partner, DHS, the Department’s Medical Services Bureau (MSB) is committed to ensuring the success of the integrated healthcare transition. Highlights of our progress are listed below:

- The Memorandum of Understanding (MOU) has been drafted and is pending signatures from all the affected Departments. DHS has hired personnel to fill essential leadership positions with the newly created Correctional Health Services. Recruitment fairs are actively being conducted to recruit and hire workers to fill clinical and social worker vacancies.

- On September 1, 2016, Phase I was successfully implemented and over 350 DMH employees and 100 MSB providers transferred to DHS’s Correctional
Health Services Unit. DHS and the Department are currently developing plans to transition the remaining 1,500 employees to DHS in Phase II. Phase II implementation is expected to occur by September 2017.

- To better address and monitor inmate patient’s access to care, the Department and MSB plan to begin a pilot program in January 2017, utilizing a new Medical Pass Dashboard (MPD) system. This system will streamline the medical pass issuance process and assist in the collection of data regarding inmates who do not arrive for their medical appointments. There are future plans to integrate the MPD with the Defendant Inmate Movement Management System (DIMMS). This integration will improve inmate accountability to respond to their medical passes.

Should you have any questions or require additional information, please contact Chief David Fender, Custody Services Division, at (213) 893-5888.

Sincerely,

JIM McDONNELL
SHERIFF
PROGRESS UPDATE ON THE WORK OF THE OFFICE OF CHILD PROTECTION

In the final report of the Los Angeles County Blue Ribbon Commission on Child Protection (BRCCP), entitled "The Road to Safety for Our Children," one of the key recommendations was to "establish an entity to oversee one unified child protection system." On June 10, 2014, your Board adopted the recommendations contained within the BRCCP final report, and took action to establish the Office of Child Protection (OCP) as a separate entity that would report directly to the Board and be located within the Executive Office. The OCP submitted an update on its progress to your Board on August 1, 2016; this is a follow-up on its progress to date.

Staffing the OCP Office and Center for Strategic Public-Private Partnerships
- Hired an office secretary who began on October 11, 2016
- Released a job bulletin on November to fill the vacant Project Director positions
- Hired a Center Associate Director who began on December 1, 2016

OCP Strategic Plan
- Submitted the finalized Countywide Child Protection Strategic Plan: 2016–2021 to your Board on October 20, 2016
- This plan was developed from information gathered through a series of Countywide convenings and targeted focus groups that included over 500 participants—department staff, advocates, commissioners, community stakeholders, philanthropy, and others (focus groups included foster youth still in care and those who have transitioned out of the system, relative caregivers, foster parents, and DCFS line staff). It was then vetted with your Board, department heads from 16 County departments, and a number of key stakeholders, including First 5 LA, the Juvenile Court, Southern California Grantmakers, the Community Coalition,
California Youth Connection, the County Commission for Children and Families, Children's Law Center of California, Public Counsel, Alliance for Children's Rights, and others.

Countywide Prevention Plan
- Working with County and community partners to develop a Countywide prevention plan that expands and links existing community networks and supports earlier access to a range of services and supports, especially home visitation and early care and education programs
  - A rough draft of the plan is in progress.
- Holding meetings with key County Department Directors to identify commitments for moving the prevention work forward
- Working with Department of Public Health (DPH), First 5 LA, the Department of Mental Health (DMH), the Department of Children and Family Services (DCFS), and the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium on developing a plan for expanding the home visitation services available to vulnerable families
- Collaborating with the Center for Strategic Public-Private Partnerships (CSPPP), Measure of America, DPH, DCFS, and other stakeholders to develop a “Portrait of Los Angeles County” to help capture a snapshot of our communities and inform policy needs around our most vulnerable families
- Participating in a Countywide trauma-informed care workgroup to develop a plan for providing services and supports to children and families through this lens

Structured Decision Making (SDM)/Predictive Analytics Review
- Working on a report in response to the September 20, 2016, Board Motion on examining the strengths and weaknesses of SDM and Project AURA, and the use of predictive analytics for child safety and welfare
- Interviewing key stakeholders, including representatives from DCFS, the California Department of Social Services (CDSS), SEIU 721, the National Council on Crime and Delinquency (NCCD), and various data experts in the field and in other jurisdictions on the utilization of risk assessment tools
- Conducting an extensive review of reports, validations studies, research findings, and policies and procedures involving SDM and other risk assessment tools
- This report will be submitted to your Board by February 17, 2017.

Review of DCFS Death and Critical Incident Reports
- Continuing to review the last 5 years of DCFS death and critical incident reports to inform recommendations for system improvements

Public Health Nurses (PHN) Consolidation into the Department of Public Health (DPH)
- Working with DCFS, DPH, SEIU 721, and PHNs on consolidating current PHNs under DPH, and taking a global approach to determining the best use of PHNs in the child welfare system moving forward
• Completed the roles and responsibilities portion of the Memorandum of Understanding (MOU) between DCFS and DPH
• Working on revising current policies and procedures for the consolidated PHNs
• The consolidation is targeted to be completed by June 30, 2017.
• Finalizing a contract with an independent contractor to evaluate the effectiveness of the ongoing children’s social worker/PHN joint visit pilot

Electronic Data-Sharing Efforts
• Working with DCFS, the Chief Information Office (CIO), and CDSS on the production of an electronic portal that would facilitate the electronic sharing of information relevant to investigations of child abuse or neglect across 7 county departments and DCFS, based upon an MOU that the OCP finalized with the participating departments, County Counsel, and the Chief Executive Office
• Working with the Administration for Children and Families on releasing a clarification on the authority and expectation for localities to share child welfare data electronically
• Collaborating with the Pritzker Foundation, CSPPP, DCFS, CEO, CIO, the Chronicle for Social Change, and other stakeholders to plan an L.A. County Foster Youth Hackathon to be held in April 2017
• Participating in planning meetings with the Stewards of Change, First 5 LA, and other partners for a Southern California Open DataFest Conference focusing on data-sharing among early care and education and behavioral health providers to be held in March 2017

Addressing Psychotropic Medication Use in Child Welfare
• Working with the Juvenile Court, DMH, and multiple stakeholders to enhance the psychotropic medication process by ensuring that Judges are getting the best information possible to make informed decisions on medication requests, and, when medications are approved, making sure appropriate oversight is in place through training and other means
  • Phased in new Statewide forms
  • The deadline for DMH credentialing of prescribing psychiatrists was set for December 1, 2016.
  • Formalized and documented PMA authorization procedures for the Dependency and Delinquency Courts
• In conjunction with DCFS, DMH, Probation, CIO, and the Juvenile Court, finalized user stories to be submitted to CDSS in December 2016 to help shape the design of a State-developed electronic psychotropic medication authorization system (ePMA) that will be connected to the newly developed Child Welfare System-New System (CWS-NS)
• Worked with Rutgers University to secure a grant for providing technical assistance to DCFS to better understand Medi-Cal claims data; this has the potential to be part of a larger national study on psychotropic medication use for foster youth (PCORI study)
• Submitted a 60-day report to the State Auditor on October 20, 2016, in response to audit findings regarding the use of psychotropic medication with youth in care
• Compiling the 6-month report to the State Auditor on progress made toward addressing those findings

Increasing the Use of Relative Placements
• Collaborated with DCFS and Probation in developing the report filed in response to your Board’s Family Finding Motion approved on May 31, 2016
• Launched the resulting Family Finding pilot project in Santa Fe Springs and Glendora DCFS offices in November 2016

Education Coordinating Council (ECC) Efforts
• Submitted the revised Self-Sufficiency Plan for improving outcomes for Transition-Age Youth exiting the foster care system to your Board on September 28, 2016
  ▪ Established a TAY workgroup with County department representatives and community stakeholders to implement the revised Self-Sufficiency model and monitor its progress
• Brokered a partnership among Probation, LACOE, and youth advocates to provide education rights and trauma-informed care training both to youth residing in, and to the employees of, the Juvenile Probation Halls and Camps, as well as to school-based deputy probation officers and those working with group homes
• Contributed to the development of the Alliance for Children’s Rights' Foster Youth Education Toolkit that the ECC endorsed at its October 19, 2016, meeting
  ▪ Probation has agreed to place the toolkits in each of its Probation Hall and Camp libraries
  ▪ LACOE has distributed the toolkit to all 81 L.A. County school districts
• Coordinating across the Juvenile Court, DCFS, and local school districts and colleges to implement the Foster:Ed model (beginning in a single school district) to help prepare foster youth for college
• Working to facilitate an early care and education (ECE) workgroup focused on increasing the number of foster youth enrolled in ECE programs and enhancing an electronic referral system for ECE programs by adding, for a start, a feedback loop for following up on enrollments into these programs
• Contributed ideas to clarifications needed on existing legislation regarding sharing educational information for youth in child welfare that was signed by California’s Attorney General on September 1, 2016

Transitional Shelter Care (TSC) Pilot
• Continuing to monitor the implementation of a teaming-model pilot for working with hard-to-place youth (overstays and chronic repeaters) in Transitional Shelter Care
  ▪ Results are extremely positive, as the number of hard-to-place youth has significantly decreased since the launch of this pilot; this is due in part to the pilot, and in part to changes in DCFS practices.
Multi-Departmental Cross-Training Convening
- Held a multi-departmental conference in partnership with the University Consortium (UCCF), DCFS, DMH, Probation, DPH, and the Health Agency to cross-train departmental staff on DCFS's and DMH's Shared Core Practice Model, and on resources available within each participating department
- Focusing on the countywide rollout of the Core Practice Model

Evaluation of LGBTQ Services Provided to Youth by the County
- Expanded the ongoing evaluation of the LGBTQ services currently provided by County departments to youth
- A full report should be completed in December 2016.
- CSPPP held a briefing among funders and County department representatives to raise the additional funding needed to complete the expanded evaluation.
- Funders expressed interest in holding a follow-up meeting once the report is released to explore how they can support the implementation of the recommendations identified.

Commercially Sexually Exploited Children (CSEC) Steering Committee
- Attending steering committee meetings
- Participating in meetings to draft the Safe Youth Zone protocol
- Incorporated CSEC discussions into TSC and ECC meetings

Continuum of Care Reform (CCR) Committee
- Attending ongoing committee meetings with County departments, Alliance for Children's Rights, Public Counsel, and others

OCP Presentations
- Presentations since the last update include those made at:
  - Alliance for Strong Families and Communities National Conference
  - Los Angeles County Commission on Children and Families
  - First 5 LA Board
  - LA Partnership
  - Joint funders and departmental leadership briefing
  - Probation Oversight Commission
  - Southern California Grantmakers
  - League of Women Voters
  - Chamber of Commerce
  - Community Coalition Town Hall
  - National Council of Juvenile and Family Court Judges Annual Conference
  - PBS SoCal to Foster Change Community Conversation
  - Multi-Departmental Conference, Integration of Care
  - SHIELDS for Families' Consumer Advisory Board
  - California Juvenile Court Institute
  - EDGY Conference (Embracing the Diversity of LGBTQ Youth and Families)
In summary, the OCP is working hard to accomplish its goals, as are the relevant County departments and a host of key community partners. We look forward to reporting further progress in our next quarterly update. If you have any questions or need additional information, please contact me at (213) 893-1152 or via email at mnash@ocp.lacounty.gov, or your staff may contact Carrie Miller at (213) 893-0862 or via email at cmiller@ocp.lacounty.gov.

MN:CDM:eih

c:  Chief Executive Office
    Executive Office, Board of Supervisors
    Alternate Public Defender
    Child Support Services
    Chief Information Office
    Children and Family Services
    Community and Senior Services
    County Counsel
    District Attorney
    Fire
    Health Services
    Mental Health
    Parks and Recreation
    Probation
    Public Defender
    Public Health
    Public Library
    Public Social Services
    Sheriff
November 9, 2016

To: Supervisor Hilda L. Solis, Chair
   Supervisor Mark Ridley-Thomas
   Supervisor Sheila Kuehl
   Supervisor Don Knabe
   Supervisor Michael D. Antonovich

From: Sachi A. Haniai
Chief Executive Officer

HOMELESS INITIATIVE QUARTERLY REPORT #3

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 Strategies to combat homelessness, and instructed the Chief Executive Officer (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. Quarterly reports were provided to the Board on May 9 and August 9, 2016. This is the third HI quarterly report to the Board of Supervisors which addresses the implementation status of the 47 approved Strategies, and status of additional directives and motions approved by the Board on February 9, 2016.

Status Update on HI Strategies

Of the 47 Homeless Initiative Strategies approved by the Board, 17 have been fully or partially implemented. The remaining Strategies are scheduled to be implemented between November 2016 and July 2017 (Attachment 1). The attached chart summarizes the status of the Strategies (Attachment 2).

Strategy Implementation Highlights

As described in Attachment 1, County departments and their community partners have made substantial progress in implementing the Homeless Initiative Strategies approved by the Board on February 9, 2016. Below are some of the implementation highlights to date:

- **A1 Homeless Prevention Program for Families**
  129 families have retained permanent housing; 247 families are currently being assisted with homeless prevention services.

- **B1 Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI**
  12 individuals have been housed and 41 are searching for housing.

"To Enrich Lives Through Effective And Caring Service"

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Intra-County Correspondence Sent Electronically Only
• **B3 Partner with Cities to Expand Rapid Re-Housing**
  150 clients have been housed; 357 clients are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County is in the final stages of executing partnership agreements with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for families and individuals.

• **B4 Facilitate Utilization of Federal Housing Subsidies**
  Six formerly homeless families have been successfully housed, with an additional seven homeless families in the final stages of placement. 30 landlord requests to participate in the Homeless Incentive Program have been received, and 12 vacant units for voucher holders have been secured, with an additional 10 vacant units currently being processed.

• **B6 Family Reunification Housing Subsidy**
  A Request for Proposals was issued in October 2016; service agreements with providers are targeted to be executed by the end of the year to provide rapid re-housing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to the return of the child(ren).

• **B7 Interim/Bridge Housing for Those Exiting Institutions**
  18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County, effective October 1, 2016.

• **C1 Enhance the CalWORKs Subsidized Employment Program for Homeless Families**
  Procurement process completed and services targeted to commence in November 2016.

• **C2/ Increase Employment for Homeless Adults by Supporting Social Enterprise/ C4/ Establish a Countywide SSI Advocacy Program for People Experiencing Homeless or At Risk of Homelessness/ C5 Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness**
  Both the Ordinance for Social Enterprise Preference Program and Social Enterprise Certification Program have been implemented.

• **C6 Targeted SSI Advocacy for Inmates**
  Request for Proposals to secure Benefits Advocacy contractors released on September 21, 2016. Deadline for submission of proposals was October 31, 2016.

• **D2 Expansion of Jail-in Reach**
  Staff has been hired to support the expansion of jail in-reach. Existing work orders were augmented for participating Intensive Case Management Services providers who will be conducting jail in reach services: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.
• **E1** Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits
The Social Security Administration and US Interagency Council on Homelessness convened a hearing in Los Angeles with the State, County and key community partners to explore ways to enhance access to SSI for individuals experiencing homelessness.

• **E4** First Responders Training
The training curriculum has been developed and the initial training class took place on October 26, 2016.

• **E6** Countywide Outreach System
The initial RFP process has been completed and new contracts were awarded for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016.

• **E8** Enhance the Emergency Shelter System
As of October, there is a total of 1,595 shelter beds operating 24 hours per day/7 days/week with enhanced services provided on site. LAHSA awarded funding for housing navigation services that will focus on the shelter system; nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.

• **E14** Enhanced Services for Transition Age Youth
The Youth Coordinated Entry System has been implemented.

• **F1** Promote Regional SB 2 Compliance and Implementation
A Request for Bids has been released to solicit consultant assistance to promote and implement SB2 compliance. Execution of contract with selected consultant is planned for January 2017.

• **F2/ F5** Linkage Fee Nexus Study/ Incentive Zoning/Value Capture Strategies
A Request for Proposals has been released to solicit a consultant team to: 1) prepare an Affordable Housing Action Plan for the unincorporated areas of the County that includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies; and 2) prepare studies on existing conditions and markets, linkage fee nexus, and inclusionary housing feasibility.

**Board Directives Associated with Approval of HI Strategies**

In addition to approving the 47 Homeless Initiative Strategies, the Board directed this Office to complete various related activities. The following are updates on some of those directives:
• **Evaluation Plan**
  On February 9, 2016 the Board directed the CEO to report back on the development of an evaluation plan for the HI Strategies. The *Homeless Initiative Evaluation Framework* was first discussed with the Homeless Policy Deputies in July 2016 and was approved and finalized at the September Deputies’ meeting (Attachment 3). The framework has also been shared with participating County departments and the Los Angeles Homeless Services Authority. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017.

• **Research Agenda**
  The Board directed the CEO to submit for approval a proposed research plan on homelessness for Los Angeles County. The attached *Research and Data Priorities for 2017-2018* was developed in collaboration with United Way – Home for Good and various policy stakeholders who participate in Home for Good (Attachment 4); it recommends focusing research activities on the following: 1) Transitions into homelessness: Understanding the dynamics of why individuals and families become homeless; 2) Transitions out of homelessness: To conduct an analysis of best practices of moving people out of homelessness and ensuring strong retention in permanent housing; and 3) Population characteristics: Creating a comprehensive analysis of the demographic characteristics of the homeless population. The Research Plan will be discussed at the Homeless Deputies meeting on November 17, 2016.

• **Targeted Homeless Services/Outreach to Heavy Users (Top 5% List)**
  On February 9, 2016, the Board directed the CEO, in collaboration with affected departments, to prioritize housing and related services for homeless single adults for whom the County incurs the highest costs, and identify potential resulting savings to be redeployed to combat homelessness. On May 17, 2016, the Board further directed the CEO to examine how County funds are spent to serve the top five percent of homeless single adults who utilize 40 percent of the services and associated costs for single adults experiencing homelessness.

  On September 13, 2016, the CEO provided both additional detail regarding the services and costs for these high-cost homeless single adults, and a protocol for identifying and prioritizing them for housing and related services. Commencing this month, this protocol will be used to provide each department with a rank-ordered subset of the County homeless high-cost service utilizers served by that department. Each department will use its list to conduct additional in-reach and outreach activities. In addition to these lists, the Office of Homelessness and Research and Evaluation Services are finalizing a query system through which departments will be able to identify homeless individuals on the countywide five percent list who are not on the department’s subset of the countywide list. More information on the status of these activities will be provided in subsequent reports.
Responses to all directives were previously submitted to the Board based on the due dates specified in the motion, with follow-up responses required for the following directives:

- **Directive #4: Database of Community Residents Interested in Supporting the Siting of Affordable Housing Projects**
  The Chief Information Office (CIO) is assessing potential programs that may be utilized for community outreach and advocacy by interested community members who would support siting and development of affordable and permanent supportive housing in neighborhoods and communities. One of these potential programs is nextdoor.com, a private social media platform, which is specifically designed to foster neighbor-to-neighbor communication to build strong and safe local communities. Further discussions are scheduled to determine the administration and coordination of participating County departments in the use of a social media platform. Once this has been determined, the CIO will coordinate with the Office of Homelessness and other stakeholders to select and utilize a social media platform in support of program advocacy and community outreach.

- **Directive #5: Pilot to Incentivize the Use of Prefabricated Construction**
  On April 11, 2016 the CEO provided the Board with a report recommending that the County issue a Request for Proposals (RFP) for a pilot project to develop homeless housing on County-owned property with one of the conditions being that proposals be innovative in utilizing pre-fabricated/shipping container construction. Details of the RFP were scheduled to be provided to the Board in October. Due to technical issues involving construction details, the recommended RFP is expected to be provided to the Board by March 2017.

**Homeless Initiative Community Conference**

The Office of Homelessness will host the first annual Homeless Initiative Community Conference on February 8, 2017. The Conference will bring together key community and government partners to sustain a focus of the coordinated efforts to combat homelessness in Los Angeles County. The Conference goals include, but are not limited to, reflecting on the first year's accomplishments and lessons learned since the Board's approval of the HI strategies on February 9, 2016, celebrating unprecedented ongoing collaboration amongst diverse public, private and community partners, planning for the second year of HI implementation, and exploring future opportunities including new resources.
The next HI quarterly report will be submitted on February 9, 2017. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov

SAH:JJ: FAD
PA:AQ:ef

Attachments

c: Executive Office, Board of Supervisors  Health Services
   County Counsel  Human Resources
   District Attorney  LAHSA
   Sheriff  Mental Health
   Alternate Public Defender  Military and Veterans Affairs
   Animal Care and Control  Parks and Recreation
   Arts Commission  Probation
   Beaches and Harbors  Public Library
   Child Support Services  Public Health
   Children and Family Services  Public Social Services
   Community and Senior Services  Public Works
   Community Development Commission  Regional Planning
   Consumer and Business Affairs  Registrar Recorder/County Clerk
   Fire Department  Superior Court
### Strategies to Combat Homelessness

#### PREVENT HOMELESSNESS

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<thead>
<tr>
<th>Strategy</th>
<th>Status</th>
<th>Next Steps</th>
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<td><strong>A1: Homelessness Prevention Program for Families</strong></td>
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<td>Actual - May 2016 • Legal services to prevent families from being evicted</td>
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<td>Develop non-judicial FSCs to prevent families from being evicted</td>
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<td>LADS received 16 individuals to the HACA Pilot Program since July 14, 2016 (LADS has</td>
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<td>NAGLA Actual - March 28, 2016</td>
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<td>Develop non-judicial FSCs to prevent families from being evicted</td>
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<td>Current HACA policies allow some discretion in the screening of applicants and new housing authority at the City of Los Angeles to the information in the screening process. The HACA Pilot Program</td>
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<td>A2: Discharge Planning Guidelines</td>
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<td>A3: Housing Authority Family Reunification</td>
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<td>Develop non-judicial FSCs to prevent families from being evicted</td>
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<td>Imlementation date Actual or Target</td>
<td>Preliminary discussion on assessment of youth to determine placement into the Supervised Independent Living Program (SILP) as an appropriate placement for the TAY and to provide broader access to the SILP.</td>
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<td>January 2017</td>
<td>Family Reunification Housing Subsidies</td>
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<td>May 12, 2016</td>
<td>Additional Information Date: B4: Federal Utilization of Federal Housing</td>
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<td>October 1, 2016</td>
<td>Actual Information Date: B7: Implementing Housing for Those Exchanging</td>
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**Supportive Housing**

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<th>B6: Housing Choice Vouchers for Permanent</th>
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**LAHSA and HACoLA**

- Successfully placed units to six former homeless households, with an additional seven permanent households with in an additional seven
- Helcol has received 30 landlord requests to participate in the program
- Helcol has received 72 voucher requests for families
- Helcol has received $7,200 (Helcol's total amount in Section 8 Voucher)
- Helcol has received 30 landlord requests to participate in the program
- Helcol has submitted the move in assistance and damage mitigation components of the program

**The County Department/Agency working on this: Community Housing Services**

- The program participants will meet with healthcare providers to discuss eligibility and verification guidelines for the strategy.
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<th>Date/Status</th>
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<tr>
<td>C1: Enhance CALWORKs Subsidized Procurement process</td>
<td>Completed and contracts have been negotiated with contractors.</td>
<td>November 2016</td>
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<tr>
<td>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise</td>
<td>- phase 1: Certification Program implemented on October 25, 2016. As Social Enterprises complete the certification process, a comprehensive inventory of Social Enterprises and services provided in the County will be available. - phase 2: Phase 2 of the Social Enterprise Program is scheduled to begin in April 2017. - phase 3: Phase 3 is scheduled to begin in June 2017.</td>
<td>November 2016</td>
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<tr>
<td>C3: Expand Targeted Recruitment and Hiring</td>
<td>Met with staff from three social enterprise agencies to learn about the social enterprise's model and how it supports job readiness programs. Complete &quot;train the trainer&quot; session for social enterprise agencies.</td>
<td>November 2016</td>
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**Monitored Implementation Activities and Contingencies**

- Continued to develop the Social Enterprise Preference Program
- Continued to collaborate with County Counsel to ensure that the County procurement process is adapted to support the Social Enterprise Preference Program
- Met with CEO's of all contractors to ensure that the Social Enterprise Preference Program is implemented
- Continued to explore potential opportunities for additional funding and partnerships

**Next Steps**

- Complete the HACoLA application and ensure eligibility for Social Enterprise
- Complete the HACoLA application and ensure eligibility for Social Enterprise
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**Status**

- Phase 1 completed on October 25, 2016
- Phase 2 scheduled to begin in April 2017
- Phase 3 scheduled to begin in June 2017
C4: Establish a Countywide SSI Advocacy Program

- Ongoing monthly meetings scheduled with DHS Program for People experiencing Homelessness
- Bi-monthly planning meetings continue to be held between DHS Housing for Health, Housing for Health, DHS, QPSS, DMVA, or at Risk of Homelessness
- Departments of Public Social Service (DPSS), Mental Health (DMH) and Military and Veterans Affairs (QMVA), Sheriff’s Department (LASD) and QHCS Correctional Health to discuss development and implementation of SSI Advocacy Program development and implementation.

Target Implementation Date: January 2017

- Strategies C4/C5/C6: Advocacy for Inmates
- Released Request for Proposals for Benefits Advocacy Services on September 21, 2016.
- Mandatory Bidders Conference held on September 29, 2016.
- Three RFP Addenda addressing questions and answers from Bidders Conference were released October 3, 7 and 14, 2016.
- Selection of contractors, submission of recommendation of new contractors, and partnerships.
- This will include:
  - Employment Services (PES) program with greater array of job development and implementation of new job retention services and partnership.
  - C6: Targeted SSI Advocacy for Inmates
  - DMVA Housing for Health staff visited Twin Towers on October 7, 2016 with LA County Sheriff’s Department (LASD) and DHS Correctional Health
  - Director of Care Transitions to identify work space and coordinate with additional new staff within the Care Transitions Unit for implementation of new job retention services and partnerships.

C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness

- Field hearing with Social Security Administration (SSA), United States Interagency Council on Homelessness (USICH), LA County Chief Executive Office, and community advocates to discuss enhanced partnership and streamlining process for SSI applications.
- Ongoing planning with DPSS on transition of SSI program, new eligibility for SSI, and overseeing SSI development and implementation.

Target Implementation Date: January 2017

- Strategies Phase 1: May Employment Retention Support
- DPSS presented to Homeless Case Managers (HCM) to reinforce existing Post-Employment Services (PES) policy and to strengthen their role in promoting PES to homeless families emerging from homelessness who are newly employed.
- Enhanced partnership with Employment Services (PES) policy and to strengthen their role in promoting PES to homeless families emerging from homelessness who are newly employed.
- Ongoing funding and implementation is accounting for costs.
**Strategy**

- Development of a computer application that will provide online case management, grant funding may be available in early 2017, coaching, appointment reminder, employment and training information via handheld devices. The application will serve as a tool to serve participants in the American Job Center of California (AJC) system and other workforce programs. CSS submitted a grant application to California Workforce Investment Board to pilot a computer application.

- Enhance employment models in the Departments of Public Health and Mental Health to target homeless/formerly homeless individuals. DPH and DMM may have an opportunity to enhance best practices using new Medi-Cal waiver dollars or new MHSA Workforce, Employment and Training funds.

- Co-enroll participants in Workforce Innovation Opportunity Act funded programs to trade employment retention annually.

- A preliminary list of identified best practices for employment retention has been developed. A final report on how those could be incorporated into existing employment models is pending.

**Next Steps**

- Homelessness Focus: Jail in Reach
  
  - Implementation of initial programming (enrollment of initial participants) and development of implementation plan in conjunction with the County's Suicide Prevention Network and California Workchange Initiative. The funding for the project is in place (CF17) and the implementation plan is being developed.

- Implementation of online case management system is ongoing. The training of DHS and LASD staff is pending.

- Workgroup consisting of County and Los Angeles City agencies was established and met in October 2016. Analysis of various established supportive service standards will be provided as they are received. A final report on those could be incorporated into existing programs is pending.

- Volunteering of America's (VOA) and Volunteers of America, Los Angeles, Special Services for Groups (SSG) have identified new and existing programs to ensure support for homeless individuals and families. The steering committee will make recommendations to the steering committee.

- Workgroup consisting of County and Los Angeles City agencies was established and met in October 2016. Analysis of various established supportive service standards will be provided as they are received. A final report on those could be incorporated into existing programs is pending.

- Development of a computer application that will provide online case management, grant funding may be available in early 2017, coaching, appointment reminder, employment and training information via handheld devices. The application will serve as a tool to serve participants in the American Job Center of California (AJC) system and other workforce programs. CSS submitted a grant application to California Workforce Investment Board to pilot a computer application.

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<tbody>
<tr>
<td>D5: Support for Homeless Case Managers</td>
<td>In January 2017, the CEO and LAHSA convened eight meetings with the County departments from August to October. Each County department will create and implement its own plans.</td>
<td>Implemented on November 13.</td>
</tr>
<tr>
<td>D6: Criminal Records Clearing Project</td>
<td>The Public Defender has convened various planning meetings during the third quarter.</td>
<td>Health Network Foundation and the advocating process has been initiated.</td>
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<td>Public Health Foundation Entourage was engaged as a partner in the advocating process.</td>
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<td>Letter of intent for LA Care CHF was received October 4, 2016.</td>
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</tbody>
</table>

**Department Data Base**

- Continue work on development of Homelessness Process.
- The Public Defender is coordinating key strategies in P4P training and case cleaning.
- The Public Defender has convened various planning meetings during the third quarter. The Department of Public Health has convened six meetings to discuss departmental strategies.
- Community agencies will collaborate with the County departments to address these challenges and develop a plan to implement this Strategy at the Department level.
- The Department of Public Health has convened six meetings to discuss each strategy.
- In September and October, six web meetings were held to discuss each strategy.
- Each department will implement this Strategy.

**Housing and Homelessness Information Sharing and Coordination**

- Continue work on development of Homelessness Process.
- The Public Defender has convened various planning meetings during the third quarter. The Department of Public Health has convened six meetings to discuss departmental strategies.
- Community agencies will collaborate with the County departments to address these challenges and develop a plan to implement this Strategy at the Department level.
- The Public Defender has convened six meetings to discuss each strategy.
- Each department will implement this Strategy.

**Health and Homelessness Information Sharing and Coordination**

- Continue work on development of Homelessness Process.
- The Public Defender has convened various planning meetings during the third quarter. The Department of Public Health has convened six meetings to discuss departmental strategies.
- Community agencies will collaborate with the County departments to address these challenges and develop a plan to implement this Strategy at the Department level.
- The Public Defender has convened six meetings to discuss each strategy.
- Each department will implement this Strategy.
E1: Advocate with Relevant Federal and State Agencies to Streamline Applications relating to SSI and Veterans Benefits.

- Conference call with representative from the Veterans Administration to discuss collaboration with Countywide Benefits Advocacy teams and streamlining process for Veteran's Benefits applications.
- On July 27, 2016, DPH-SAPC received final approval for the DMC-ODS Fiscal Plan and Rates.

E2: Drug Medi-Cal Organized Delivery System (DMC-ODS).

- In addition, DPH-SAPC has been regularly meeting with the health plans (L.A. Care and Health Net) to develop memoranda of understanding the, when executed, will establish language to align with the requirements and structured coordination of care for common clients.
- DPH-SAPC will work with CIBHS to conduct regional interactive application clinics to provide guidance and individualized technical assistance.
- DPH-SAPC will develop new provider contracts.
- DPH-SAPC will work with DPHS to deliver DMC-ODS services.

E3: Creating Partnerships for Effective Access.

- Action 1 (identify and Share Information) — Cross-agency work is underway to share data and utilize of ACA Services by People Experiencing Homelessness.
- In the interim, we will continue to make improvements to the CWMDM platform (to include Probation, Sheriff, and DPHISAPC in the CWMDM with Agency level data integration efforts. In addition, the LANES Health Information Exchange is progressing towards.
- The Board of Supervisors must execute a letter to DHS and CMS must explore the exchange of Federal Program data.
- DPH-SAPC will respond to the DMC-ODS fiscal plan.

Target Implementation Date:

January 2017
Actions 2 & 4 (Case Management for Homeless and Criminal Justice Care) - The Health Agency continues to enroll qualified homeless individuals in Medi-Cal and work to navigate individuals to primary health care.

The WPC Pilot and the Health Homes opportunities will enhance the Health Agency’s ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. The newly formed, Health Agency Social and Behavioral Determinants Workgroup will focus on developing standardized screening approaches across the Health Agency.

The framework continues to evolve and get more specific as funding awards are made and new funding for additional staff is allocated. The framework outline is being updated and field testing is scheduled to take place later in the year. The framework outline will be distributed based on the 2016 Homeless Count."
<table>
<thead>
<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td><strong>Volunteer Engagement with Community</strong></td>
<td>- Develop a volunteer engagement strategy with community stakeholders to increase participation in planning and decision-making processes.</td>
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<td>TBD</td>
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<tr>
<td><strong>Coordinated and Send Joint Invitations to</strong></td>
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<tr>
<td><strong>E8: Strengthen the Coordinated Entry System</strong></td>
<td>- In October 2017, LAHSA released its Coordinated Entry System (CES) RFP. Program objectives include: (a) increasing the number of people served, (b) improving efficiency and effectiveness of the system, and (c) increasing the number of providers participating.</td>
<td></td>
<td>December 31, 2016</td>
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<td>- On December 9, 2017, LAHSA hosted a program orientation meeting for providers awarded funding through the CES RFP.</td>
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<td>- In October 2018, LAHSA awarded funding to community organizations to implement the Coordinated Entry System.</td>
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<td>- In December 2019, LAHSA will report on outcomes from the program.</td>
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<td>- In August 2020, LAHSA awarded funding to a new HMIS vendor for the following: (a) new HMIS software to address gaps in the current HMIS system, (b) expand the HMIS system to address gaps in the current HMIS system, (c) develop a scorecard for providers to rate their Coordinated Entry System (CES) performance, and (d) provide training for providers on the Coordinated Entry System (CES) software.</td>
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<td>- In February 2021, LAHSA will report on outcomes from the program.</td>
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<td>- In January 2022, LAHSA will report on outcomes from the program.</td>
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<td>- In August 2022, LAHSA awarded funding to a new HMIS vendor for the following: (a) new HMIS software to address gaps in the current HMIS system, (b) expand the HMIS system to address gaps in the current HMIS system, (c) develop a scorecard for providers to rate their Coordinated Entry System (CES) performance, and (d) provide training for providers on the Coordinated Entry System (CES) software.</td>
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<td>- In August 2023, LAHSA awarded funding to a new HMIS vendor for the following: (a) new HMIS software to address gaps in the current HMIS system, (b) expand the HMIS system to address gaps in the current HMIS system, (c) develop a scorecard for providers to rate their Coordinated Entry System (CES) performance, and (d) provide training for providers on the Coordinated Entry System (CES) software.</td>
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<td>- In January 2024, LAHSA will report on outcomes from the program.</td>
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<tr>
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<td>Implementation Date</td>
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<tr>
<td>E10: Regional Coordination of Los Angeles</td>
<td>September 29, 2016</td>
<td>Actual</td>
<td>HACoW hosted the second quarterly roundtable meeting. Continued quarterly meetings with Housing County Housing Authorities. Since last quarterly report, HACoLA has finalized interagency agreements with Redondo Beach Housing Authority, and the Burbank Housing Authority. HACoLA now has interagency agreements with seven Los Angeles County Housing Authorities to discuss strategies and identify areas of collaboration to combat homelessness.</td>
</tr>
<tr>
<td>E11: County Specialist Support Team</td>
<td>August 2016 - December 2016</td>
<td>Next Steps</td>
<td>The Health Agency assumed leadership for this Strategy's implementation efforts by December. All SuperConnect staff will be identified and/or hired. Policy and procedure development is ongoing and will continue to evolve over the next six months. The E11 Group met on July 27 and September 28 to develop the County Specialist Support Team's (Team) scope of work and job description for the Director and team members, scope of work, and job description overview. The team will conduct site tours in February 2017. The Team will have a soft launch in January 2017. The Team will have a soft launch in January 2017.</td>
</tr>
<tr>
<td>E12: Enhanced Data Sharing and Tracking</td>
<td>August 23, 2016 - June 2017</td>
<td>Actual</td>
<td>The E12 workgroup met in August, and the following departments were represented: CEO, LAHSA, DHS, DMH, DPH, DPSS, Probation, LASD, and HACoLA. The CEO has finalized an eight-step protocol for identifying and prioritizing the most chronically homeless. This process will be used to provide lists to departments of their respective chronically homeless high-cost utilizers, commencing in November 2016. In addition, the CEO is finalizing a process for departments to identify individuals who are top 5% homeless high-cost utilizers served by other County departments. Collecting departmental consents for review and discussion at next workgroup meeting. A subset of the workgroup has also been working on a broad definition for identifying clients who are literally homeless. It will come back for discussion in the larger workgroup on 10/27.</td>
</tr>
<tr>
<td>E13: Coordination of Funding for Supportive Housing</td>
<td>June 24, 2017</td>
<td>Actual</td>
<td>The Coordination Committee has developed a County and city matrix of funding sources. The Committee will hold a community volunteer and housing developer meeting in November 2017 to obtain feedback on the matrix and discuss potential uses of the funding identified. The Committee is looking into the feasibility of developing a County and city matrix of funding sources. The E11 Group met on August 27 to discuss potential uses of the funding identified. The E11 Group met on August 27 to discuss potential uses of the funding identified.</td>
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In November, RHCC will continue to focus on
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• Promote funding of National Voter Registration Act to include information on
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Regional organizations

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Public housing agencies.
The first meeting of the RHAC is set for January 29, 2018, to establish a draft governance charter for RHAC’s approval. By January 29, LAHSA and United Way will develop a draft governance charter for RHAC’s approval. Coordinating Council’s next meeting is scheduled for October 25, 2018, to discuss the draft charter. LAHSA will update the governing structure of the RHAC and conduct outreach to potential providers. Representatives from each SPA will be a part of the meetings to provide the latest updates on the new governance structure and how providers will be engaged.

Coordinating Council’s next meeting is scheduled for October 25, 2018, to discuss the draft charter. LAHSA will update the governing structure of the RHAC and conduct outreach to potential providers. Representatives from each SPA will be a part of the meetings to provide the latest updates on the new governance structure and how providers will be engaged.

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<tr>
<td>1.</td>
<td>Identify and engage stakeholders</td>
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<tr>
<td>2.</td>
<td>Develop and refine strategies</td>
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<tr>
<td>3.</td>
<td>Implement and monitor progress</td>
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</table>

**Next Steps**

- February 15, 2017: Coordination meeting with consultant to be executed.

**Status**

- Project: Established and scheduled for implementation.
- Date (Actual or Target):
  - June 2017: Initial implementation date.
  - March 2016: Final implementation date.

**Implementation Date**

- Date: 2016-03-20
- Description: Final implementation date.

**Counties**

- County: LA County
- Description: Assistance provided.

**Programs**

- Program: HOUSING
- Description: Assistance provided.

**Data**

- Data: Next steps.

**Financials**

- Financial: Assistance provided.

**Resources**

- Resource: Assistance provided.

**Others**

- Other: Assistance provided.

**Support**

- Support: Assistance provided.
### Homelessness Preparedness/Response

<table>
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<th>Next Steps</th>
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<th>Strategy</th>
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<td>Reserve</td>
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### Key
- **F5:** Use of Public Land for Homelessness Housing
- **F6:** Use of Public Land for Homelessness Housing

### Table

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<thead>
<tr>
<th>Issue</th>
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### Abbreviations Key:
- **ACA:** Affordable Care Act
- **SD:** San Diego
- **CES:** Coordinated Entry System
- **LAHSA:** Los Angeles Homeless Services Authority
- **CEO:** Chief Executive Officer
- **LASD:** Los Angeles Sheriff Department
- **CMS:** Center for Medicare and Medicaid Services
- **OOR:** Once of Diversion and Re-entry
- **DCFS:** Department of Children and Family Services
- **PATH:** People Assisting the Homeless
- **DHS:** Department of Health Services
- **PD:** Public Defender
- **DMC:** Drug Medi-Cal Organized Delivery System
- **RHAC:** Regional Homelessness Advisory Council
- **DPH:** Department of Public Health
- **SAFSC:** Substance Abuse Prevention and Control
- **DPO:** Deputy Probation Officer
- **SOAR:** SSI/SSDI Outreach, Access, and Recovery Team
- **DPSS:** Department of Public Social Services
- **SPA:** Service Planning Area
- **SIDO:** Service Planners Network
- **SIS:** Service Intake System
- **SSDI:** Social Security Disability Insurance
- **SSP:** Social Security Protection
- **SVP:** Subsidized Visiting Program
- **SSVI:** Supplemental Security Income
- **TAY:** Transition Age Youth
- **WPC:** Whole Person Care

### Incentive Zoning

Affordable Housing Action Plan for the unincorporated areas of the County.

- **Status:** Reserve
- **Next Steps:** Develop options for consultant selection and contracting process.
- **Strategy:** Establish a list of pre-qualified developers interested in building Permanent Supportive Housing.

### Use of Public Land for Homelessness Housing

- **Target Implementation Date:** January 2017
- **Next Steps:** Develop governing structure options to own, develop the list of available County sites suitable for homeless housing, and issue a Request for Qualifications/Proposals (RFQ/P) to identify potential developers.
- **Strategy:** Use of Public Land for Homelessness Housing.

### Regional Planning

Regional Planning Board (RPB) to develop an action plan for the unincorporated areas of the County. In addition, the consultant is required to develop an action plan to prepare an ordinance to authorize zoning changes to facilitate the development of alternative housing options.
### Approved County Strategies to Combat Homelessness
#### Implementation Status At-A-Glance
November 2016

#### LEGEND
- **Fully Implemented**
- **Implementation targeted by January 2017**
- **Implementation TBD**
- **Partially Implemented**

#### E. Create a Coordinated System
- E1 - Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits
- E2 - Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services
- E3 - Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness
- E4 - First-Responder Training
- E5 - Decriminalization Policy
- E6 - Countywide Outreach System
- E7 - Strengthen the Coordinated Entry System
- E8 - Enhance the Emergency Shelter System
- E9 - Discharge Data Tracking System
- E10 - Regional Coordination of LA County Housing Authorities
- E11 - County Specialist Support Team
- E12 - Enhanced Data Sharing and Tracking
- E13 - Coordination of Funding for Supportive Housing
- E14 - Enhanced Services for Transition Age Youth
- E15 - Homeless Voter Registration and Access to Vital Records
- E16 - Affordable Care Act Opportunities
- E17 - Regional Homelessness Advisory Council and Implementation Coordination

#### B. Subsidize Housing
- B1 - Provide Subsidized Housing to Homeless Disabled Individuals Receiving SSI
- B2 - Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
- B3 - Partner with Cities to Expand Rapid Re-Housing
- B4 - Facilitate Utilization of Federal Housing Subsidies
- B5 - Expand General Relief Housing Subsidies
- B6 - Family Reunification Housing Subsidy
- B7 - Interim/Bridge Housing for those Exiting Institutions
- B8 - Housing Choice Vouchers for Permanent Supportive Housing

#### A. Prevent Homelessness
- A1 - Homeless Prevention Program for Families
- A2 - Discharge Planning Guidelines
- A3 - Housing Authority Family Reunification Program
- A4 - Foster Care Discharges

#### D. Provide Case Management and Services
- D1 - Model Employment Retention Support Program
- D2 - Expand Jail-in-Reach
- D3 - Supportive Services Standards for Subsidized Housing
- D4 - Regional Integrated Re-entry Networks - Homeless Focus
- D5 - Support for Homeless Case Managers
- D6 - Criminal Record Clearing Project

#### C. Increase Income
- C1 - Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 - Increase Employment for Homeless Adults by Supporting Social Enterprise
- C3 - Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs
- C4 - Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness
- C5 - Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness
- C6 - Targeted SSI Advocacy for Inmates

#### F. Increase Affordable/Homeless Housing
- F1 - Promote Regional SB 2 Compliance and Implementation
- F2 - Linkage Fee Nexus Study
- F3 - Support for Incentive Zoning for Affordable Housing Rental Units
- F4 - Development of Second Dwelling Units Pilot Program
- F5 - Incentive Zoning/Value Capture Strategies
- F6 - Using Public Land for Homeless Housing
LOS ANGELES COUNTY HOMELESS INITIATIVE

EVALUATION FRAMEWORK

September 2016

On February 9, 2016, the Board of Supervisors adopted a set of coordinated strategies to combat homelessness in Los Angeles County. One of the directives in the February 9, 2016 Board Letter required the development of an evaluation plan for the Homeless Initiative. The evaluation framework will evolve organically over the course of implementing the strategies; the following outlines the initial structure and timeline for implementing the evaluation.

The Homeless Initiative (HI) evaluation framework consists of three levels of analysis:

1. Macro-level system performance – a set of over-arching system performance measures to evaluate the effectiveness of the homeless delivery system in the County;
2. Meso-level Homeless Initiative performance – consisting of headline measures that act as categories for organizing and aggregating the various performance metrics for the 47 HI strategies; and
3. Micro-level HI performance metrics for each HI strategy to assess the effectiveness of each strategy.

The following measures are being considered for the macro-level system performance: (1) length of time homeless from initial contact with the homeless services system; (2) placements in permanent housing; and (3) returns to homelessness. This macro-level system performance will help policy-makers evaluate the overall effectiveness of the countywide homeless services delivery system, inclusive of the HI, County investments beyond the HI strategies, and programs that are not funded or administered by the County. Dashboards by sub-population: single adults; youth; and families, similar to the veterans’ dashboard created by the Los Angeles Homeless Services Authority (LAHSA) and United Way, will be developed during 2017 within the context of macro-level system performance indicators. These dashboards will help to further contextualize the state of homelessness in the County, along with the interventions that facilitate permanent housing and housing retention.

The meso-level unit of analysis incorporates headline performance measures, which act as categories or “headlines” for the individual performance metrics (micro-level unit of analysis) associated with the 47 HI strategies. Some of these headline measures directly align with the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) of 2009, which amended the landmark McKinney-Vento Homeless Assistance Act. The HEARTH Act requires Continuums of Care to measure performance to provide a better understanding of how well jurisdictions are preventing and ending homelessness. The draft headline performance measures consist of:
- Number who are prevented from becoming homeless or being discharged into homelessness;
- Number who gain employment or enroll in vocational training/education;
- Number who receive newly-approved or reinstated cash disability benefits;
- Number placed in temporary housing (shelter, bridge, recuperative, transitional, and residential substance use);
- Number placed in permanent housing (includes subsidized and unsubsidized permanent housing, rapid re-housing, and permanent supportive housing);
- Number who retain permanent housing from date of placement;
- Enhanced service delivery and coordination for homeless clients; and
- Expansion/preservation of the supply of affordable and homeless housing.

All HI strategies are scheduled to be implemented by June 2017; many have or will be implemented in 2016. Strategy leads will have 90 days to finalize their performance metrics from the implementation start date for each strategy. Once measures are finalized for a particular strategy, they will be incorporated into this framework, to the extent applicable. For some of the headline measures, where sufficient data exists, the data can be analyzed by Service Planning Areas.

Client-level data will be matched to mitigate the risks of duplicated data. This process will be conducted by the CEO's Research and Evaluation Services (RES). RES, under the auspices of the Enterprise Linkages Project (ELP), regularly collects administrative and service information from the departments of Health Services, Mental Health, Public Health, Public Social Services, Children and Family Services, Probation, the Sheriff, and LAHSA. RES has developed a matching algorithm that de-identifies departmental data and assigns a unique numeric identifier, which is utilized to perform the matches across County service delivery systems, including services recorded in LAHSA's Homeless Management Information System (HMIS). The unique, anonymous identifier enables client service records to be de-duplicated, while simultaneously maintaining confidentiality and compliance with all applicable federal, state and local laws. For example, if a client receives permanent housing via B1 — Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI and B4 — Facilitate Utilization of Federal Housing Subsidies, that client should only be counted once in the aggregate total of individuals receiving permanent housing. For strategies where data will not be captured under ELP or HMIS, strategy leads will provide client-level data to CEO RES where the data will be matched against ELP and HMIS.

CEO-RES will have lead responsibility for the evaluation, in close collaboration with LAHSA and the CEO Office of Homelessness. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017, and each HI quarterly report will provide updates on the performance metrics for individual strategies, as they become available.
The Home For Good Policy Team & Funders Collaborative members have determined the following priorities for research & data analysis in the coming two years:

1. Transitions Into Homelessness
2. Transitions Out of Homelessness
3. Population Characteristics

1. Transitions Into Homelessness: understanding the dynamics of why individuals and families are becoming homeless

**Purpose:** to support the targeting of resources and craft systemic prevention & diversion.

**Priority Project:** Inflow Analysis

**Research Questions:**
- What is the inflow into homelessness? Into chronic homelessness? How do the demographics of those becoming homeless/chronically homeless compare to the homeless population over the last several years? What role, if any, is criminal justice policy (Prop 47, AB 109, etc) playing in inflow?
- What are the factors that lead to increased inflow?
- What is the impact of macro factors like wages and housing market?

**Potential Data Sources:** HMIS, Homeless Count, Abt analysis, Culhane data, ELP

**Potential Leads:**
- Abt is currently conducting an analysis of chronic homelessness inflow
- University of Chicago Urban Labs is proposing a predictive analysis on homelessness overall

2. Transitions Out of Homelessness: analysis of best practices in moving people out of homelessness and ensuring strong retention in permanent housing.

**Purpose:** to improve policy and practice around ending homelessness for individuals and families.

**Priority Project 2A:** Effective Housing Placement Practices
Research Questions:
- What are the data-driven best practices for outreach? For crisis housing?
- Are there ways to profile ideal fits for housing placement into project-based versus tenant-based housing?
- Are there ways to profile ideal fit for housing placement into supportive housing versus rapid rehousing?
- How can we integrate income factors into our housing match process to help target for rapid rehousing versus affordable housing?
- How can we build the above factors into our CES assessment tool?

Potential Data Sources: HMIS/CES data; PHA data
Potential Lead: There is no one identified at this time.

Priority Project 2B: Retention/Recidivism

Research Questions:
- What are the best practices in supportive services levels for housing retention?
- How does service utilization level shift over time for a tenant?
- What is the profile of people most often falling out of housing?

Potential Data Sources: ELP, HMIS
Potential Leads: Abt is working on an analysis of services levels.


Purpose: inform resource allocation, policy, and practice. Identify policy and/or practice remedies to inequities in race, gender, and age.

Priority: Demographic & Equity Analysis

Research Questions:
- What are the basic demographic characteristics of our homeless population?
- How does the population of newly homeless people differ, if at all, from the overall population in LA County?
- How does the population of people being housed differ, if at all, from the overall homeless population in terms of race, gender, and age?
- To what can we attribute any inequities identified above? What are the opportunities for changes in policy and practice?

Potential Data Sources: Homeless Count, HMIS, Census Data, PHA data
Potential Data Leads: The Homelessness Analysis Collaborative can conduct the basic demographic analyses. To answer the fourth research question above, we recommend an outside researcher to conduct this analysis.
December 13, 2016

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

From: Sachi A. Hama
Chief Executive Officer

UPDATE ON ENVIRONMENTAL HEALTH OVERSIGHT AND MONITORING

On June 27, 2016, the Board recognized the need for the County to have a more significant and proactive role in environmental health oversight and monitoring, and instructed the Chief Executive Officer (CEO) to prioritize needs in this area. This report provides an update of the steps taken to date, and necessary next steps, to strengthen the County's ability to prevent, prepare for, and respond to environmental health hazards.

Since June 2016, the CEO's Office has convened the Departments of Public Health (DPH), Fire, Public Works, and the Office of Emergency Management (OEM), to develop a concept paper outlining an approach to building County capacity to address environmental health threats. DPH took the lead on developing a conceptual design and drafting the concept paper. (See Attachment 1).

Background

Over the past year an unprecedented County response has been required to respond to environmental disasters at industrial facilities such as the Fruitland fire, Exide Battery Recycling Plant, and Aliso Canyon natural gas storage facility. These incidents involved high-risk industrial facilities operating in close proximity to densely populated residential areas, and threatened the health and well-being of communities. In each case, County departments worked closely with multiple agencies to respond to imminent danger and safety concerns. County departments also guided recovery efforts and interpreted data.
in order to communicate risks to cooperating agencies, elected officials, and community members. While the County was able to redirect staff to respond, these incidents revealed the need for a more sustainable approach to prepare for, respond to, and recover from environmental threats.

Improving Environmental Health Oversight and Monitoring

The County team envisions strengthened environmental monitoring and oversight that will improve regulatory enforcement, reduce toxic emissions, empower communities, and ultimately improve health outcomes. The approach developed by the County team covers four key areas: (1) Increase capacity to prevent, respond to, and recover from environmental threats; (2) Engage and inform community partners in working toward improved environmental conditions; (3) Leverage the authorities of local, State, and federal regulatory agencies; and (4) Promote policy change to prevent environmental health threats and reduce risks to community members. The conceptual model developed by the County team is designed to realize this vision through both prevention and preparedness.

Prevention

Prevention strategies employ a combination of advocating for stricter enforcement by State regulators, increasing focus on health protection in regulatory decision-making, and promoting community empowerment through relationship-building and community involvement in decision-making. Prevention also includes improved monitoring of environmental conditions and health status for the early detection of health threats. The County team has examined the enforcement and compliance status of high-risk facilities referenced and concluded that improvements are needed in regulatory processes to both increase focus on health protection and enhance enforcement of existing regulations. The County can collaborate with other local, State, and federal enforcement agencies to address these findings and enhance prevention efforts. The County team has also identified methods for engaging and empowering communities, such as fostering relationships with community leaders and civic organizations, actively seeking community input, and involving community members in data collection.

Preparedness

The County team has identified a number of needed improvements to County preparedness, response, and recovery efforts in the wake of the environmental emergencies referenced above. These include enhanced agency coordination and training, different models of operation for emergency response, and expanded
environmental monitoring. Enhanced coordination and training will involve updating and modernizing incident response plans, as well as staff training to ensure culturally competent outreach and response. By creating different models of operation for County departments that traditionally are not first responders, these departments will have the flexibility needed to shift to emergency models of operation when threats emerge. Additionally, by expanding environmental and health monitoring, key data can be quickly accessed to support health-protective decision-making during emergency response.

Current Efforts

In the meantime, DPH has also taken the lead on convening the OEM, Fire and Public Works Departments, to pilot its design in two areas of the County: Florence-Firestone and East Los Angeles. These areas were chosen based on the density of high-risk industrial facilities situated in close proximity to public/residential areas.

In addition, the CEO's office will work with DPH and other essential Departments in the budget process to identify resources needed to implement and sustain the conceptual design as outlined in Attachment 1.

Conclusions and Next Steps

The approach outlined is designed to establish a sustainable model for enhanced environmental oversight and monitoring. This approach will support efforts to prevent minor problems from becoming major emergencies and in turn improve the overall health and well-being of Los Angeles County communities. The County team will next develop an action plan for implementing this conceptual approach.

CEO staff will work with DPH during the budget process to support implementation of an environmental oversight and monitoring program. If you have questions, or would like additional information, you may contact me at (213) 974-41101 or you may contact Cynthia Harding, Interim Director of Public Health, at (213) 240-8156.

SAH:JJ:FAD:CAH:yjf

Attachment

c: Executive Office, Board of Supervisors
    County Counsel
Environmental Oversight and Monitoring:
Building Capacity to Address Environmental Health Threats
December 2016

prepared by:

Department of Public Health
Cynthia Harding, Interim Director

Angelo Bellemo
Deputy Director for Health Protection

Dr. Cyrus Rangan
Director of Toxicology and Environmental Assessment
Building Capacity to Address Environmental Health Threats

I. BACKGROUND
In the past year, the County of Los Angeles has experienced four major environmental threats that have impacted the health and well-being of residents and disrupted the normal functioning of entire communities. These include the largest release of natural gas in U.S. history at the Aliso Canyon natural gas storage facility, an unpermitted lead smelter operated by Exide Technologies that dangerously exposed nearby communities for decades, a metal fire and explosion at an illegal facility immediately adjoining a residential neighborhood in the City of Maywood, and the emission of hexavalent chromium from high risk facilities in a mixed industrial/residential area in the City of Paramount. These incidents have endangered the health of thousands of people, and in some cases required resident relocations to move people from harm’s way. While the County was able to redirect staff to respond, these incidents revealed the need for a more sustainable approach to prepare for, respond to, and recover from environmental threats.

Each of these incidents involved two common factors: 1) a high-risk industrial facility, or multiple facilities, operating in close proximity to densely populated areas; and 2) substantial and prolonged regulatory non-compliance despite the existence of the most progressive environmental laws in the nation. These risk factors can be found in many communities throughout the County — communities which are often additionally burdened by degraded environmental conditions and existing health disparities. While environmental threats are often presented as emergencies, many are less apparent and can silently expose the public over many years unless identified.

To address the increasing need to prevent and minimize environmental threats, the Board of Supervisors adopted a motion recognizing on June 27, 2016, the importance for the County to have a more significant and proactive role in environmental monitoring and oversight. In collaboration with County departments that respond to environmental emergencies, the Department of Public Health (DPH) developed this report to summarize the future vision and overall approach to implementing an environmental monitoring and oversight program.

II. VISION
The County team envisions strengthened environmental monitoring and oversight that will empower communities, improve regulatory enforcement, reduce toxic emissions, and ultimately improve health outcomes.

III. APPROACH
To accomplish this vision, the County's approach will focus first and foremost on prevention. Actions to prevent environmental threats before they occur also promote healthier communities, and over the long-term, prevention allows for the efficient utilization of limited resources. The second component of the approach is to ensure the County is adequately prepared to respond to environmental emergencies when they do occur.

a. Prevention
In order to strengthen the County’s environmental health prevention efforts, the County team has identified the following priorities.
• **Strict Enforcement of Regulations.** Examine enforcement and compliance status through a public health lens. Lack of enforcement in the past, such as in the case of Exide, resulted in serious and urgent emergencies. The County aims to leverage the combined enforcement authorities of local and State regulatory agencies to improve public health protection.

• **Health-Protective Policies.** Collaborate with local, State, and federal enforcement agencies to increase the focus of regulatory decision-making on health protection. Regulatory decisions often fail to broadly address health protection, including the need to protect communities that face cumulative exposures to emissions from multiple facilities and vulnerable populations at greater risk for disease such as children, elderly, chronically ill, or those facing socioeconomic stressors. A County-led effort to increase focus on health protection in regulatory decision-making can address both the need to protect the public’s health and optimize the interventions used to reduce risk.

• **Community Empowerment.** Encourage community engagement by fostering relationships with community leaders and civic organizations, actively seeking community input, and involving community members in data collection. The County can serve a unique role to empower community members by providing information about environmental, socioeconomic, and health risks, along with corresponding strategies to eliminate or reduce these risks. With reliable information, communities can focus on pollution sources that pose the greatest risk, and provide important feedback to the decision-making process. A County-led community engagement strategy builds credibility and trust with community members, and facilitates the bidirectional flow of information before and during environmental incidents.

• **Environmental Monitoring.** Monitor and evaluate environmental and health conditions in communities near industrial areas. Conditions will be measured prior to implementing stricter compliance standards, and continue to be tracked as environmental oversight is strengthened so progress can be measured.

These prevention strategies are being piloted in two communities, Florence-Firestone and East Los Angeles. Two “focus communities” for the pilot project were selected based on the density of high-risk industrial facilities in close proximity to the public. The main goal of this pilot project is to develop a model for bringing high-risk facilities into compliance with applicable regulations in order to reduce the cumulative pollution burden faced by residents. Through the pilot project, DPH will engage the community and relevant regulatory agencies to bring about improved community conditions. DPH will share the results with partner agencies and community stakeholders to inform expansion of the model in communities across the County.

b. **Emergency Preparedness**

When emergencies or environmental threats cannot be prevented, preparedness can save lives and inform response operations. The general focus of preparedness is to enhance the capacity to respond to an incident by taking steps to ensure personnel and entities are capable of responding to a wide range of potential incidents. Due to the unique nature of environmental health disasters, which fall outside of the mission areas for traditional first responders and law enforcement, the response burden is placed on DPH and other County departments that are not traditionally structured to provide sustained, around-the-clock field operations. Through recent experiences with environmental emergency response, the County team has learned that the following preparedness activities are necessary for more effective and efficient responses.
• **Agency Coordination and Training.** Enhance agency coordination and training. Updated and modernized incident response plans, as well as training on these plans, will achieve a more seamless assimilation into respective roles and responsibilities during environmental health response and recovery missions. Further, specialized staff training is needed to ensure culturally competent outreach and responsiveness to communities during emergencies.

• **Sustainable Response Operations.** Improve flexibility within County departments that traditionally are not first responders to shift to emergency models of operation when threats emerge. Depending on the nature of the incident, pre-qualified contractors are also needed to provide rapid and sustained technical assistance.

• **Environmental Monitoring.** Utilize expanded environmental and health monitoring to improve response to environmental emergencies. The same environmental and health monitoring systems that will be expanded for prevention efforts will serve as the basis for making health-protective decisions during emergency response. Specifically, the collection of environmental and health data will enable County agencies to quickly access key data such as information on hazardous materials stored at regulated facilities, community air monitoring data, and health status of residents living near industrial areas.

**IV. EVOLVING ENVIRONMENTAL LANDSCAPE**

The County must also equip itself to effectively tackle the changing landscape of emergencies in the 21st century. Scientists project that climate change will contribute to more extreme heat, worse air quality, more acres burned by wildfires, and a greater incidence of vector-borne disease. Many assert that these effects are already being felt. The impacts of climate change exacerbate many existing environmental health challenges pertaining to air quality, water quality, wildfires, food safety, and other issues. The County must engage in comprehensive efforts to address climate change threats in order to protect communities from negative health impacts. For instance, from a public health perspective, the County must work to protect communities from increases in the frequency and severity of extreme heat events by taking steps to reduce the urban heat island, and by improving emergency preparedness for, and response to, extreme heat events.

Similarly, measures that mitigate climate change by reducing greenhouse gas emissions also serve to create healthier, more livable, more climate-resilient communities. By creating environments where it is safe to walk and bike, where public transportation is accessible and affordable, and where all residents are within easy distance of a park, the County can not only decrease greenhouse gas emissions, but also reduce premature mortality from chronic diseases, facilitate greater social cohesion, and improve neighborhood safety. Healthy, resilient communities are most able to prepare for, respond to, and quickly recover from environmental threats and other emergencies.

**V. RESOURCES**

There are three key elements to building the County’s capacity to prevent, prepare for, respond to, and recover from environmental health threats.

• **Staff Development.** Sustainable prevention and preparedness as outlined above requires additional staff, including emergency response positions, as well as staff development in technical areas such as health assessment, statistics, exposure modeling, and environmental sampling, and emergency management. Increased surveillance capability is required so that rapidly escalating events are
detected quickly and the appropriate response is initiated in a rapid and thorough manner. Additionally, community outreach teams and communication professionals are needed to convey complex environmental issues to the public.

- **Contract Support.** Delays in negotiating contracts or agreeing to scopes of work can delay response in an emergency situation. To prevent delays in accessing services, the County needs a cadre of "ready" contractors to quickly conduct assessments, carry out sampling operations, and provide remediation services as determined necessary by DPH and partner departments. This type of support is a key mechanism for the County to access the best available science to support health-protective decision-making. Additionally, supplies and equipment to support incident response are often needed on short notice.

- **Funding Support.** Funding support is vital. Delays in obtaining funding or executing contracts can create setbacks and uncertainties during an emergency response operation, in which action must be rapid, decisive, and continuous. Further, if funds are not readily available, there may be a reluctance to act prior to identification of a funding source.

- **Changes to Staffing and Compensation Model.** Special multi-disciplinary emergency response teams need to be able to shift from a traditional Monday through Friday schedule to a 24-hour schedule, using a variation of the existing staffing models in the Fire and Sheriff's Departments. In addition, changes to current compensation rules are needed to counterbalance long hours and erratic schedules during response and recovery phases.

VI. CONCLUSION

In the wake of recent major environmental threats, the County has begun to evolve in its approach to environmental hazard prevention and preparedness. County departments have built stronger collaborative partnerships with State and federal agencies, setting the stage for the County team to leverage these partnerships to more effectively protect public health and minimize risk to County residents. The approach outlined above can establish a sustainable, evidence-based model that improves enforcement of environmental laws, reduces toxic emissions, and empowers communities. In implementing this approach, the County will lead the way in community toxic risk reduction and prevention of environmental emergencies in the future, improving the health and well-being of Los Angeles County communities that for too long have endured degraded environments and health disparities.