



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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"To Enrich Lives Through Effective And Caring Service"

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

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Third District

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Fourth District

KATHRYN BARGER
Fifth District

June 13, 2017

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

The Honorable Board of Commissioners
Community Development Commission of
the County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

The Honorable Board of Commissioners
Housing Authority of the County of Los
Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors/Commissioners:

MEASURE H FUNDING RECOMMENDATIONS (ALL AFFECTED) (3 VOTES)

SUBJECT

Approve Measure H funding recommendations and administrative actions to combat homelessness in Los Angeles County.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve the recommended funding allocations for each of the Measure H -eligible Homeless Initiative strategies as indicated in Attachment I.

2. Instruct the Chief Executive Officer (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA) and the Department of Health Services (DHS) to provide funding to the Continuum of Care in Glendale and Long Beach for the strategies set forth in Attachment II.
3. Approve members of the Citizens' Oversight Advisory Board consistent with the Measure H Ordinance approved by the Board of Supervisors (Board) on December 6, 2016.
4. Instruct the CEO to evaluate alternative available funding sources for the Sheriff's Homeless Services Team and report back during the Supplemental Budget Phase in September 2017, and continue to allocate the \$1.2 million currently designated for the LASD Homeless Services Team to Strategy E6 – Countywide Outreach System for future utilization.

IT IS RECOMMENDED THAT THE BOARD, ACTING AS THE BOARD OF COMMISSIONERS OF THE COMMUNITY DEVELOPMENT COMMISSION (CDC):

1. Authorize the Executive Director, or his designee, subject to review and approval of County Counsel, to prepare and execute agreements and subsequent amendments with the County of Los Angeles required to implement Homeless Initiative strategies adopted by the County Board of Supervisors to combat homelessness in Los Angeles County.
2. Authorize the Executive Director, or his designee, to incorporate Measure H funds into its incorporated budget for each fiscal year the funds are available.

IT IS RECOMMENDED THAT THE BOARD, ACTING AS THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE COUNTY OF LOS ANGELES (HACoLA):

1. Authorize the Executive Director, or his designee, subject to review and approval of County Counsel, to prepare and execute agreements and subsequent amendments with the County of Los Angeles required to implement Homeless Initiative strategies adopted by the County Board of Supervisors to combat homelessness in Los Angeles County.
2. Authorize the Executive Director, or his designee, to incorporate Measure H funds into its incorporated budget for each fiscal year the funds are available.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

FUNDING RECOMMENDATIONS

On December 6, 2016, the Board adopted an Ordinance placing Measure H on the March 7, 2017, countywide ballot to establish a quarter-cent countywide special sales tax for a period of 10 years to be utilized solely to prevent and combat homelessness. The voters of Los Angeles County approved Measure H with 69.34 percent of the vote.

On February 7, 2017, the Board directed the CEO to conduct a Measure H Revenue Planning Process to develop funding requests for each of the strategies eligible for Measure H funding, and report back to the Board on June 13, 2017, with final Measure H funding recommendations for Fiscal Year (FY) 2017-18 and preliminary funding recommendations for FY 2018-19 and FY 2019-20. The CEO convened a Measure H Revenue Planning Group composed of 50 stakeholders (Attachment III), held five planning meetings, a community webinar, and a feedback session with the Lived Experience Advisory Group, and secured nearly 100 pages of public comments from 244 individuals

and organizations. On May 10, 2017, the Measure H Revenue Planning Group successfully reached consensus on the Measure H funding recommendations (Attachment I).

For the Board's information, the funding requests prepared to inform the Measure H Revenue Planning Group in developing its recommendations are provided in Attachment IV. The detailed implementation plans for the use of Measure H funding are still in development by the lead agencies for each strategy, in consultation with interested members of the public; therefore, the attached funding requests do not necessarily reflect the final utilization of Measure H funding within each strategy. Final implementation plans for HI strategies that are either 1) new or 2) significantly expanded/enhanced with Measure H funding will be presented at a County Homeless Policy Deputies' meeting for review and comment, and provided to the Board by September 30, 2017.

The planned administration of FY 2017-18 Measure H funding by County departments/agencies is set forth in Attachment V. The County departments/agencies will in turn contract with community-based providers for most of the Measure H funding.

EFFECTIVE DATE OF MEASURE H SALES TAX

The California Board of Equalization (BOE) will start collecting the Measure H quarter-cent sales tax from businesses and consumers on October 1, 2017, instead of July 1, 2017.

The October 1 revenue collection start date will not impact funding designated for specific strategies during the first year of Measure H's implementation because: (1) the recommended year one spending level (\$259 million) falls below the estimated revenues that will be generated by Measure H from October 2017 to June 2018 (\$266 million); and (2) revenue generated from October 2017 to June 2018 can be utilized throughout FY 2017-18.

Similarly, the October 1 date is expected to have no effect on Measure H spending in year two (FY 2018-19). In years three and beyond, we will review the total collected revenue and carry-over funds to ensure they are aligned with the recommended expenditure plan.

DIVERGENCE REPORT

In reviewing the funding requests set forth in Attachment IV, there was one component of one of the strategies which raised significant concerns for a portion of the Planning Group. The issue relates to Strategy E6, Countywide Outreach System, where the funding request includes the use of \$1.2 million per year in Measure H funds to expand the Sheriff's Homeless Services Team. This Team is proposed to 1) deliver dedicated public safety outreach services to people experiencing homelessness, particularly for encampments and severely impacted areas, and 2) collaborate with other County departments, contracted service providers, community-based organizations, and other police agencies to assist the homeless population countywide. For the Board's consideration, members of the Planning Group prepared a divergence report (Attachment VI) with arguments in favor and against using Measure H funds for expansion of the Sheriff's Homeless Services Team.

CONTINUA OF CARE FUNDING

For several strategies, Measure H funding will supplement federal funding administered by the four Continua of Care (CoC) in Los Angeles County. The CEO, DHS, and LAHSA met with the three smaller CoCs (Glendale, Long Beach, and Pasadena) on multiple occasions to assess whether direct administration by the smaller CoCs of their proportionate share of Measure H funding for certain strategies (or parts of strategies) would maximize positive outcomes and system effectiveness. The strategies (or parts of strategies) where direct administration by Glendale and Long Beach is recommended are set forth in Attachment II. Pasadena decided not to administer Measure H funding at this time.

CITIZENS' OVERSIGHT ADVISORY BOARD

The Measure H Ordinance approved by the Board on December 6, 2016, authorized a Citizens' Oversight Advisory Board to be comprised of one member nominated by each Supervisorial District and appointed by the Board. Each of the following criteria must be met by at least one member of the Advisory Board:

1. A professional from the field of municipal/public finance and/or accounting and budgeting with a minimum of ten years of relevant experience in evaluating financial transactions and program cost-effectiveness; and
2. An individual working in the homelessness services, research, or advocacy field in a management position with a minimum of ten years of relevant experience.

For the Board's consideration and approval, the nominees to the Citizens' Oversight Advisory Board are below, including which members meet the required criteria.

1. Mercedes Marquez, First Supervisorial District (meets Board criterion #2)
2. Renata Simril, Second Supervisorial District (meets Board criterion #1)
3. Christine Margiotta, Third Supervisorial District (meets Board criterion #2)
4. Andrew Kerr, Fourth Supervisorial District
5. Jill Shook, Fifth Supervisorial District

DELEGATED AUTHORITY TO CDC AND HACoLA

In order to effectively and expeditiously implement strategies administered by the CDC and the HACoLA, it is important that delegated authority be provided to the Executive Director of said agencies, subject to review and concurrence of County Counsel, to: 1) prepare and execute agreements and subsequent amendments with the County required to implement the Homeless Initiative strategies adopted by the Board; and 2) incorporate Measure H funds into its incorporated budget for each fiscal year the funds are available. This action will allow the County and contracted service providers to assist the homeless as soon as possible.

EVALUATION OF THE HOMELESS INITIATIVE

On February 9, 2016, the Board directed the CEO to develop an evaluation plan for the Homeless Initiative which was submitted to the Board in August 2016. The first annual evaluation by an outside researcher is scheduled to be released in January 2018 for Fiscal Year 2016-17.

With the approval of Measure H, it is appropriate to reassess the current HI evaluation plan, including the possible need for in-depth evaluation of certain HI Strategies. After consulting with the Homeless Policy Deputies, the CEO will submit a revised HI evaluation plan to the Board, including identification of any increased funding needed for evaluation.

Implementation of Strategic Plan Goals

The recommended actions are in compliance with County Strategic Plan, Goal 1, Make Investments That Transform Lives, and Goal 2, Foster Vibrant and Resilient Communities.

FISCAL IMPACT/FINANCING

The funding for these recommendations comes exclusively from voter-approved Measure H, a quarter-cent countywide special sales tax for a ten-year period. For FY 2017-18, \$258.9 million is recommended to be allocated to Measure H-eligible HI Strategies, which is indicated on Attachment I. Upon Board approval of the funding allocation recommendations, the CEO will incorporate the approved Measure H funding plan into the Final Changes budget request that is scheduled to be deliberated by the Board on June 26, 2017. These budget changes will provide appropriation authority for the various departments to implement the Measure H Strategies.

The CEO will return to the Board next year with final funding recommendations for FY 2018-19.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On December 6, 2016, the Board approved an Ordinance to place Measure H on the March 7, 2017 countywide ballot, which proposed a quarter-cent sales tax for a period of 10 years to fight homelessness. Additionally, the Ordinance emphasized accountability by requiring the following:

INDEPENDENT AUDIT

An independent auditor to annually report on the amount of revenue collected and expended and the status of the projects and services funded.

CITIZENS' OVERSIGHT ADVISORY BOARD

A Citizens' Oversight Advisory Board comprised of five members, with one member nominated by each Supervisorial District and appointed by the Board. The Advisory Board's responsibility is to review semi-annually all expenditures from the retail transactions and use tax, publish a complete accounting of all allocations each year, and submit periodic evaluations to the County. Members of the Advisory Board shall serve a term of four years, and no member may serve more than two consecutive four-year terms. Members of the Advisory Board shall not be compensated for their service, but may be reimbursed for actual and necessary expenses incurred in the performance of their duties.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the funding recommendations for Measure H strategies will affirm the County's commitment to combat homelessness in Los Angeles County by investing in proven strategies and seeking new and innovative solutions to the many issues that contribute to homelessness.

CONCLUSION

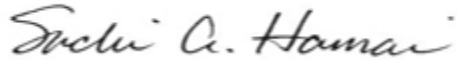
In closing, I would like to acknowledge the Measure H Revenue Planning Work Group for their hard work and their invaluable participation in the Measure H Revenue Planning process.

The Honorable Board of Supervisors

6/13/2017

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Respectfully submitted,

A handwritten signature in cursive script, reading "Sachi A. Hamai".

SACHI A. HAMAI

Chief Executive Officer

SAH:JJ:FAD:PA

JR:ef

Enclosures

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Alternate Public Defender
Animal Care and Control
Arts Commission
Beaches and Harbors
Child Support Services
Children and Family Services
Community Development Commission
Consumer and Business Affairs
Fire
Health Services
Los Angeles Homeless Services Authority
Mental Health
Military and Veterans Affairs
Parks and Recreation
Probation
Public Library
Public Health
Public Social Services
Public Works
Regional Planning
Superior Court
Workforce Development, Aging and Community
Services

MEASURE H FUNDING RECOMMENDATIONS

Adopted by the Measure H Revenue Planning Group on May 10, 2017

#	STRATEGY	FY 2017-18 Final (In Millions)	FY 2018-19 Tentative (In Millions)	FY 2019-20 Tentative (In Millions)
A PREVENT HOMELESSNESS				
A1	Homeless Prevention Program for Families	\$3.000	\$6.000	\$6.000
A5	Homeless Prevention Program for Individuals	\$5.500	\$11.000	\$11.000
B SUBSIDIZE HOUSING				
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income	\$5.138	\$5.138	\$5.138
B3	Expand Rapid Rehousing	\$57.000	\$73.000	\$86.000
B4	Facilitate Utilization of Federal Housing Subsidies	\$6.280	\$7.190	\$7.120
B6	Family Reunification Housing Subsidies ¹	\$0.116	\$4.500	\$4.500
B7	Interim/Bridge Housing for those Exiting Institutions	\$13.000	\$25.342	\$29.458
C INCREASE INCOME				
C2	Increase Employment for Homeless Adults by Supporting Social Enterprise ²	\$0.000	\$2.000	\$2.000
C4 C5 C6	Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	\$15.680	\$15.680	\$12.000
C7	Subsidized Employment for Homeless Adults ²	\$5.000	\$5.150	\$5.300
D PROVIDE CASE MANAGEMENT AND SERVICES				
D2	Jail In-Reach	\$0.000	\$1.120	\$2.230
D4	Regional Integrated Re-entry Network	\$0.000	\$0.000	\$1.360
D6	Criminal Record Clearing Project	\$0.623	\$1.130	\$1.490
D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	\$25.100	\$49.300	\$72.100
E CREATE A COORDINATED SYSTEM				
E6	Expand Countywide Outreach System	\$19.000	\$27.000	\$27.000
E7	Strengthen the Coordinated Entry System	\$26.000	\$35.500	\$35.500
E8	Enhance the Emergency Shelter System	\$56.000	\$69.885	\$82.693
E14	Enhance Services for Transition Age Youth	\$5.000	\$19.000	\$19.200
F INCREASE AFFORDABLE/HOMELESS HOUSING				
F7	Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals	\$10.000	\$15.000	\$20.000
F7	Housing Innovation Fund (One-time) ³	\$5.000	\$0.000	\$0.000
MISC.	CENTRAL MEASURE H ADMINISTRATION⁴	\$1.500	\$1.500	\$1.500
Total Funding Recommendations		\$258.937	\$374.435	\$431.589

¹ The Planning Group's funding recommendation for Strategy B6 is subject to \$2 million in DCFS funding previously approved for this strategy not being restricted to CalWORKs Welfare-to-Work participants, and DCFS has agreed to drop this restriction.

² The funding for Strategies C2 and C7 in FY 2018-19 and FY 2019-20 can be used interchangeably.

³ This funding will carry over into future years until it is fully utilized.

⁴ Cost includes additional staff for the CEO Office of Homelessness, annual evaluation, annual audit, and oversight committee.

**MEASURE H STRATEGIES RECOMMENDED IN WHOLE OR IN PART
FOR ADMINISTRATION BY LONG BEACH AND GLENDALE
CONTINUA OF CARE**

- *Strategy A5, Homeless Prevention Services for Individuals*
 - Excludes legal services and evaluation funding.
- *Strategy B3, Partner with Cities to Expand Rapid Re-Housing*
 - Funding to serve Single Adults – new and turnover slots only.
- *Strategy E6, Countywide Outreach System*
 - Allocation will be based on Multidisciplinary Outreach Team funding.
- *Strategy E7, Strengthen the Coordinated Entry System*
 - Allocation will be based on funding for Housing Navigators and Housing Locators.
- *Strategy E8, Enhance the Emergency Shelter System*
 - Allocation will be based on funding for new shelter beds and capital.

MEASURE H REVENUE PLANNING PROCESS WORK GROUP ROSTER

FIRST NAME	LAST NAME	AGENCY
COUNTY DEPARTMENTS		
Phil	Ansell	Chief Executive Office
John	Baima	Probation Department
Connie	Chung	Department of Regional Planning
Maria	Funk	Department of Mental Health
James	Hellmold	Sheriff's Department
Monique	King-Viehlend	Community Development Commission
Roberta	Medina	Department of Children & Family Services
Emilio	Salas	Housing Authority of the County of Los Angeles
Otto	Solorzano	Department of Workforce Development, Aging, and Community Services
Sandy	Song	Department of Public Health
Bill	Taylor	Department of Public Social Services
Cheri	Todoroff	Department of Health Services
LOS ANGELES HOMELESS SERVICES AUTHORITY		
Peter	Lynn	LAHSA
Sarah	Mahin	LAHSA
CITY OF LA REPRESENTATIVES		
Rushmore	Cervantes	City of LA - HCID
Richard	Llewellyn	City of LA - CAO
HOME FOR GOOD & THE BUSINESS LEADERS TASK FORCE		
Chris	Ko	United Way-Home for Good
Jerry	Neuman	Home for Good - Business Leaders Task Force
COUNCILS OF GOVERNMENT		
Toi	Chisom	North County Transit Coalition
Kelly	Colopy	Gateway Cities COG (City of Long Beach)
Winnie	Fong	Westside Cities COG
Linda	Lowry	San Gabriel Valley COG (City of Pomona)
Joe	Hoefgen	South Bay Cities COG (City of Redondo Beach)
Joe	Lyons	San Gabriel Valley COG (City of Claremont)
Thaddeus	McCormack	Gateway Cities COG (City of Santa Fe Springs)
Peter	Zovak	San Fernando Valley COG
HOMELESS SERVICES PROVIDERS		
Meredith	Berkson	People Assisting the Homeless - SPA 7
Carol	Crabson	Valley Oasis - SPA 1
John	Horn	LA Family Housing - SPA 2
Alison	Hurst	Safe Place for Youth - At Large
Hazel	Lopez	The People Concern/LAMP Community - SPA 4
Ryan	Macy-Hurley	1736 Family Crisis Center - SPA 8
Christine	Mirasy-Glasco	Upward Bound House - SPA 5
James	Ramirez	A Community of Friends - At Large
Gilbert	Saldade	Tri-City Mental Health - SPA 3
Marion	Sanders	SSG-HOPICS - SPA 6
Herbert	Smith	Los Angeles Mission - SPA 4

FIRST NAME	LAST NAME	AGENCY
LOCAL HOMELESS POLICY EXPERTS		
Alan	Greenlee	Southern California Assoc. of Nonprofit Housing
David	Howden	Corporation for Supportive Housing
Andrea	Ilouliau	Hilton Foundation
Ruth	Schwartz	Shelter Partnership
Greg	Spiegel	Inner City Law Center
FAITH BASED ORGANIZATIONS		
Arthur	McKibben	Norwalk Church of Nazarene
Andy	Bales	Union Rescue Mission
Dr. Yolanda	Brown	Blessed Sacrament Parish Community
Mike	Lee	Delores Mission
Janice	Martin	BASICS
LIVED EXPERIENCE ADVISORY GROUP (LEAG)		
Reba	Stevens	LEAG
Nikyra	Houston-Sorrells	LEAG (Youth Representative)

MEASURE H FUNDING REQUESTS BY STRATEGY

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RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$3,000,000	\$6,000,000	\$6,000,000
PREVENT HOMELESSNESS				
A1 – Homeless Prevention Program for Families				
1.	Date Strategy was/will be implemented and began/will begin providing services:	Date Prevention Services Started in HFSS with non-A1 Funding: December, 1 2015 Date Implemented: January 1, 2017 Service Start Date: January 1, 2017		
2.	How many individuals have been served under this strategy since Implementation?	Under the HPI funding: 341 Under the Strategy: 57		
3.	What is the cost per client since implementation?	\$12,000 per family (includes all costs associated with the strategy)		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need:</p> <p>On October 13, 2015, the Board of Supervisors approved a motion to allocate \$2.0 million in Homeless Prevention Initiative Funds to support prevention services for families on the brink of homelessness through June 30, 2017. The program, in coordination with the Coordinated Entry System for Families (HFSS), was developed to target families at-risk of homelessness who are at or below 50% Area Medium Income (AMI) with benefits and services in order to divert them from the crisis housing system.</p> <p>With the passage of Measure H, this strategy is proposed to:</p> <ul style="list-style-type: none"> Expand the current service to all families. Currently, only CalWORKs families, and a narrow non-CalWORKs population can be served; Create a new component that is dedicated to trauma- informed workforce development, housing retention, and training in all 8 Service Planning Areas (SPAs) for families receiving services at the Family Solutions Centers; Support housing retention program that aims to ensure families placed into housing can continue to receive supportive services to ensure housing stability; Develop a funding component to implement shelter diversion services within the County, which will help retain housing and crisis housing stock for those most in need; and Expand legal services to provide dedicated legal assistance to all SPAs. 			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 \$3,000,000 (plus \$3,000,000 rollover funding not included in this total): This funding will provide homelessness prevention services, including legal services as needed, to 500 families at imminent risk of becoming homelessness.</p> <p>FY 18-19 \$6,000,000: This funding will provide homelessness prevention services, including legal services as needed, to 500 families at imminent risk of becoming homelessness.</p> <p>FY 19-20 \$6,000,000: This funding will provide homelessness prevention services, including legal services as needed, to 500 families at imminent risk of becoming homelessness.</p>			

6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: 500 FY 18-19: 500 FY 19-20: 500</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>The Family Solutions Centers will no longer be able to continue prevention services to families throughout the County, which could increase the number of families becoming homeless. With the limited housing stock and limited shelter options available to families, not providing prevention services to families could have a significant impact on the homeless services system.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>This new funding will allow the County to develop a better integrated approach to preventing family homelessness through multiple systems in the County by aligning, leveraging, and funding positions and services to support the need at the Los Angeles Homeless Services Authority, Los Angeles County Office of Education (LACOE), and the Family System Grantees (Family Solutions Centers).</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>Yes, we plan to expand legal services, increase retention services, and strengthen the partnership with LACOE and the workforce development system.</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$5,500,000	\$11,000,000	\$11,000,000
PREVENT HOMELESSNESS				
A5 – Homeless Prevention Program for Individuals				
1.	Date Strategy was/will be implemented and began/will begin providing services:	Date Implemented: N/A Service Start Date: October 2017		
2.	How many individuals have been served under this strategy since Implementation?	This strategy has not been implemented		
3.	What is the projected cost per client?	\$7,857		
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> New Strategy Please explain need: Currently, only individual who are veterans receive homeless prevention services, so this strategy fills a gap in the homeless system in LA County. The housing gap analysis estimated that at least 2,555 households would benefit from prevention services, but the Los Angeles Housing Services Authority (LAHSA) estimates that recently expanded outreach would enable many more individuals to be eligible and engaged in prevention services. Due to limited research on prevention services, the County's investment into prevention services is proposed to be targeted. As such, three priorities have been identified for implementation: 1. <u>Diversion</u> - As a part of the prevention strategy, service providers should be implementing a diversion approach before providing homeless prevention services. Through diversion, providers help people connect with other resources they have in order to resolve their housing crisis before accessing the homeless service system. This sometimes requires light touch case management and limited financial assistance to facilitate use of other options. 2. <u>Retention services for formerly homeless individuals</u> - Another way of preventing future homelessness is to provide retention services for people who have previously accessed homeless services and are at risk of losing current housing. Retention services provide case management to assist in resolving issues that may threaten housing stability and financial assistance when needed. 3. <u>Prevention assistance for people at imminent risk of homelessness</u> – This population, such as those facing eviction, typically requires a higher level of case management, and multiple months of rental assistance in order to stabilize housing. Legal services may also be needed in these cases. Legal services would provide support with eviction prevention, landlord dispute resolution, credit resolution advocacy, legal record expungement and other legal services that relate to housing stabilization. Participants would be referred from the prevention service providers.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request): FY 17-18 \$4,714,286 –This funding would support up to 700 households, which represents a portion of the year of operations in the initial year to allow for procurement of providers for prevention services. The cost considers: 1) participants receiving diversion and retention support will typically not need a high level of financial assistance, and 2) those receiving prevention services who are at imminent risk of homelessness often need deeper support with services and financial assistance that mirror the needs of rapid re-housing participants. \$785,714 - Legal Services for approximately 327 of households served. This estimate represents a ½ year of operation in the initial year to allow for procurement of providers for legal services. FY 18-19 \$9,428,571 – 1,400 households provided with prevention services that include supportive services and financial assistance. \$1,571,429 – Legal Services for approximately 655 of households served. This increase will allow for additional prevention			

	<p>participants to receive legal services.</p> <p>FY 19-20 \$9,428,571 – 1,400 households served with prevention services that include supportive services and financial assistance.</p> <p>\$1,571,429 – Legal Services for approximately 650 of households served.</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: 700 FY 18-19: 1,400 FY 19-20: 1,400</p> <p>Households served with legal services are included in the total - i.e. they will receive legal services + supportive services + direct financial assistance (if needed).</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>Prevention for households without minors and non-veterans is not funded currently. If funding is not provided it would impact not being able to intervene and support single adult households that are at high risk of becoming homeless.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>If this request is fulfilled, LAHSA would plan to contract prevention services from current and future rapid rehousing and legal service providers.</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>N/A</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$5,138,000	\$5,138,000	\$5,138,000
SUBSIDIZE HOUSING				
B1 - Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)				
1.	Date Strategy was implemented and began providing services	Date Implemented: June 30, 2016 Service Start Date: June 30, 2016 (DPSS) June 30, 2016 (DHS)		
2.	How many individuals have been served under this strategy since Implementation?	DPSS: 294 DHS: approximately 200 (unduplicated through 3-31-17)		
3.	What is the cost per client since implementation?	DPSS: \$400/per month/per client/subsidy cost only, no case management cost included in this figure. DHS: \$1,500/per month/per client/average cost of a long term rental subsidy plus intensive case management services for clients that have significant health and behavioral health challenges.		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need: This funding will allow the Department of Public Social Services (DPSS) to continue to provide the following:</p> <p>1) Housing subsidies at \$475 per month (increased from the current level of \$400 per month) for at least 833 homeless, disabled General Relief (GR) participants who are potentially eligible for and pursuing Supplemental Security Income (SSI).</p> <p>2) One-time only move-in costs at \$500 for and estimated 65 homeless, disabled General Relief (GR) participants each month who are potentially eligible for and pursuing SSI.</p> <p>Note: The amount of Interim Assistance Reimbursement (IAR) attributable to housing subsidies received by individuals ultimately approved for SSI will be reinvested for additional subsidies.</p> <p>The Department of Health Services does not need on-going B1 funding beyond the current one-time HPI funding they have received for FY 2016-17 and will cease to be a lead for Strategy B1.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 \$5.138 million will be administered by DPSS to provide 833 homeless, disabled GR participants who are potentially eligible for and pursuing SSI, with housing subsidies at \$475 per month until the SSI application is disposed of by the Social Security Administration. Additionally, \$500 in one-time only move-in costs will be available for an estimated 65 participants per month. Currently, the time frame for projected number of subsidies available per year is based on 12 months of subsidy but actual time to SSI application disposition may vary based on individual cases.</p> <p>FY 18-19 \$5.138 million will be administered by DPSS to provide 833 homeless, disabled GR participants who are potentially eligible for and pursuing SSI, with housing subsidies at \$475 per month until the SSI application is disposed of by the Social Security Administration. Additionally, \$500 in one-time only move-in costs will be available for an estimated 65 participants per month. Currently, the time frame for projected number of subsidies available per year is based on 12 months of subsidy but actual time to SSI application disposition may vary based on individual cases.</p>			

	<p>FY 19-20</p> <p>\$5.138 million will be administered by DPSS to provide 833 homeless, disabled GR participants who are potentially eligible for and pursuing SSI, with housing subsidies at \$475 per month until the SSI application is disposed of by the Social Security Administration. Additionally, \$500 in one-time only move-in costs will be available for an estimated 65 participants per month. Currently, the time frame for projected number of subsidies available per year is based on 12 months of subsidy but actual time to SSI application disposition may vary based on individual cases.</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: At least 833 total unduplicated DPSS clients FY 18-19: At least 833 total unduplicated DPSS clients FY 19-20: At least 833 total unduplicated DPSS clients</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>Fewer homeless, disabled individuals will receive the housing and support they need to remain stable, which will reduce the number of such individuals who are able to complete the SSI application process. Subsequently, many of these individuals will be unable to maintain their own permanent housing and lapse back into homelessness.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>At least 833 homeless, disabled individuals on average per month will be housed, pursuing SSI with an increased potential for approval.</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>A \$75 increase in the current \$400 per month housing subsidy is included in this funding request. The Board of Supervisors previously approved this increase on February 9, 2016, as part of Homeless Initiative Strategy B5; however, implementation of this increase has been subject to funding availability. (\$400 current subsidy + \$75 increase = \$475 total per month/person).</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$57,000,000	\$73,000,000	\$86,000,000
SUBSIDIZE HOUSING				
B3 – Partner with Cities to Expand Rapid Re-Housing				
1.	Date Strategy was/will be implemented and began/will begin providing services?	January 2016		
2.	How many individuals have been served under this strategy since implementation?	800		
3.	What is the cost per client since implementation? Due to the ongoing nature of rental assistance the estimates in this section are based upon model cost projections and housing market analysis.	Estimates: \$12,480/year Individuals \$12,500/year Youth \$16,250/year Families \$16,250/year DV \$4,500/year Shallow Subsidy		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement.</p> <p>Please explain need:</p> <p>Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Increasing rapid re-housing services to families, youth, and survivors of domestic and intimate partner violence with Measure H funding is necessary to meet the need identified in Los Angeles Homeless Services Authority (LAHSA) Housing Gaps Analysis.</p> <p>The 2016 LAHSA Housing Gaps Analysis identified a gap of 845 permanent supportive housing (PSH) units for families. Some of these households waiting for PSH could be served through rapid re-housing with a longer term of assistance or by using rapid re-housing as a bridge intervention while working toward securing PSH. Youth CES data as of March 3, 2017 indicates that 67% of young people who have been assessed through Youth CES would be eligible under the current criteria for the rapid rehousing for TAY program. When applied to the available Youth Count data, we anticipate that approximately 2,115 young people in the LA CoC would be eligible for rapid rehousing for TAY.</p> <p>Summary of request:</p> <ul style="list-style-type: none">Continue existing rapid re-housing programs created through one-time funds from the City and County of LA that currently serve approximately 3,500 households a year.Increase the number of households assisted with rapid re-housing. The Department of Health Services and LAHSA have both been administering rapid re-housing resources in Los Angeles for the last 12 months and have the capacity to expand and to bring on new agencies who wish to participate. The additional funding would allow expansion of Rapid Re-Housing services.Increased length of supportive services and financial assistance. These funds would increase the length of time that households can receive supportive services. This would allow programs to provide a higher level of services to households with more complex service needs. A longer financial assistance period will allow many households to accomplish goals in stabilizing their financial situation to improve long term housing retention.Add a shallow subsidy program. Los Angeles County currently has the largest rent burdened population in the United States. Mean rents in Los Angeles County have risen an average of 4.3% per year between 2013-2015 (USC 2016 Multifamily Forecast Report). A shallow subsidy program would support extremely low income residents who have previously utilized rapid re-rehousing assistance but remain severely rent burdened. Participants will receive a shallow, flat			

subsidy that varies by household and bedroom size for up to 5 years or until a sustainable housing option or increase in income is established.

5. Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):

FY 17-18

DHS

\$15,004,000 – serve 800 households

LAHSA

\$37,608,500 – serve 3,534 households

\$4,387,500 – serve 1,250 households through the shallow subsidy program (program ramp up over first year)

FY 18-19

DHS

\$15,304,080 – serve 800 households

LAHSA

\$45,989,395 – serve 4,337 households

\$11,706,525 – serve 2,690 households through the shallow subsidy program. This number takes the base number of households served (2,278) and adds an assumed turnover rate of (412) slots during the year.

FY 19-20

DHS

\$15,610,162 – serve 800 households

LAHSA

\$52,451,841 – serve 4,337 households

\$17,937,997 – serve 3,935 households through the shallow subsidy program. This number takes the base number of households served (3,184) and adds an assumed turnover rate of (751) slots during the year.

Rapid Re-Housing Resources Requested through Measure H Funding			
	FY 17-18	FY 18-19	FY 19-20
Continuation & Enhancement of current RRH (households served)	3,509	5,039	5,137
Youth	214	496	594
Families	380	884	884
Single Adults	2,115	2,859	2,859
DHS - Single Adults	800	800	800
Shallow Subsidy HHs	0	0	0
New RRH (households served)	825	98	0
Youth	200	98	0
Families	75	0	0
Single Adults	550	0	0
Shallow Subsidy HHs	0	0	0
Total RRH (households served)	5,584	7,827	9,072
Youth	414	594	594
Families	455	884	884
Single Adults	2,665	2,859	2,859

	<i>DHS - Single Adults</i>	800	800	800
	<i>Shallow Subsidy HHs</i>	1,250	2,690	3,935
	Continuation & Enhancement of current RRH (slots)	2,832	5,229	6,331
	<i>Youth</i>	161	372	446
	<i>Families</i>	285	663	663
	<i>Single Adults</i>	1,586	2,144	2,144
	<i>DHS - Single Adults</i>	800	800	800
	<i>Shallow Subsidy</i>	0	1250	2,278
	New RRH (slots)	1,869	1,102	906
	<i>Youth</i>	150	74	0
	<i>Families</i>	56	0	0
	<i>Single Adults</i>	413	0	0
	<i>Shallow Subsidy</i>	1250	1028	906
	Total RRH (slots)	4,701	6,331	7,236
	<i>Youth</i>	311	446	446
	<i>Families</i>	341	663	663
	<i>Single Adults</i>	1,999	2,144	2,144
	<i>Shallow Subsidy</i>	1,250	2,278	3,183
	<i>DHS - Single Adults</i>	800	800	800
6.	<i>Please explain projected number of clients per FY that will be served if projected funding is provided?</i>			
	FY 17-18: 5,584	FY 18-19: 7,827	FY 19-20: 9,172	
7.	<i>What will be the impact if projected funding need is not met?</i> If the funding need is not met, the gap in services will continue to persist and expansion will not be possible. Expansion of these services is critical to prevent chronic homelessness. Much of the current funding for rapid re-housing programs is one-time only. Ongoing funding will provide stability to service providers and allow them to expand rapid re-housing services throughout the county, and retain experienced, quality staff.			
8.	<i>If requested level of funding is provided, what will be done?</i> If the request is fulfilled expansion can occur by contracting with existing and new rapid rehousing providers.			
9.	<i>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</i> DHS and LAHSA have aligned rapid re-housing resources with the one-time funds that have been provided in FY 2015-16 and FY 2016-17. DHS and LAHSA will continue to collaborate and make any necessary changes to program strategy based on outcomes, lessons learned and best practices.			

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$6,278,340	\$7,190,840	\$7,120,840
SUBSIDIZE HOUSING				
B4 – Facilitate Utilization of Federal Housing Subsidies				
1.	Date Strategy was/will be implemented and began/will begin providing services?	Date Implemented: May 18, 2016 Service Start Date: May 18, 2016		
2.	How many individuals have been served under this strategy since Implementation?	HACoLA - 280 successfully leased with an additional 12 in the final leasing stages		
3.	What is the cost per client since implementation?	\$3,500		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement.</p> <p>Please explain need:</p> <p>On February 9, 2016, the Board of Supervisors (Board) directed the Housing Authority of the County of Los Angeles (HACoLA) to develop two-year programs to encourage landlord acceptance of subsidized tenants with a Housing and Urban Development voucher issued by HACoLA. HACoLA was provided with \$2 million one-time Homeless Prevention Initiative funding to cover a 24-month period. Per the Board's directive, HACoLA developed Homeless Incentive Program (HIP), which was modeled after the recently implemented Veteran Incentive Program, which provided the following:</p> <ul style="list-style-type: none">• Holding Fees - landlords are offered one month's free rent to hold their unit and consider accepting a family with a voucher.• Move-In Assistance – homeless families and individuals are provided with a listing of available units, preparation for the rental process, transportation to visit units, and financial assistance to cover the security deposit, utilities, and other move in costs.• Damage Claims – landlord may receive assistance to fix damages caused by a tenant with a voucher to prepare the unit for a homeless family or individual. <p>After nine months of implementation, HACoLA realized that there were unanticipated barriers that negatively affected owner participation in HIP, such as negative stigma of homeless families and individuals, lack of financial resources, and lack of case management. As a result, HACoLA requested and was provided additional funding to implement the following housing counseling and retention services::</p> <ul style="list-style-type: none">• Assistance to facilitate the lease up process;• Contingency funds to further incentivize owners to participate;• Tenant assistance with credit checks and rental application fees; and• Vacancy loss payments for owners whose family/individual moves out prior to the expiration of the lease. <p>With the passage of Measure H, there is an opportunity to extend the incentive programs to other Public Housing Agencies (PHAs) in Los Angeles County. Currently, the following PHAs are interested in receiving funding to implement or enhance incentive programs for homeless individuals and families placed in tenant-based permanent supportive housing: Pomona, Burbank, Pasadena, Redondo Beach, Glendale, Long Beach, and Los Angeles.</p> <p>Permanent Supportive housing combines non-time limited affordable housing assistance with wrap-around supportive services for individuals/families experiencing homelessness.</p>			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):			
	FY 17-18			

	<p><u>HACoLA</u> For FY 2017-18, HACoLA is not requesting additional funding for the original HIP programs since they were budgeted for two years; however, HACoLA is requesting \$1,084,340 to cover the enhancements.</p> <p><u>Other PHAs in LA County</u> At an estimated average of \$3,500 per voucher to assist a homeless family/individual, funding of \$5,194,000 is requested to expand the HIP to other PHAs in Los Angeles County, as indicated in the Attachment.</p> <p>FY 18-19 total funding of \$7,190,840 is requested for this FY to implement the HIP in PHAs and in the amounts listed in the Attachment. The funding would be used to implement both the original and enhanced HIP programs.</p> <p>FY 19-20 A total funding of \$7,120,840 is requested for this FY to implement the HIP in PHAs and in the amounts listed in the Attachment. The funding would be used to implement both the original and enhanced HIP programs.</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>The expected number of clients served with these funds is based on the anticipated admission of new homeless households each year in various rental assistance programs such as Section 8 housing Choice Vouchers (HCV), Veterans Affairs Supportive Housing (VASH), and Shelter Plus Care/Continuum of Care (SPC/CoC). This number may fluctuate based on availability of vouchers and Federal funding.</p> <p>FY 17-18: 2084 FY 18-19: 2059 FY 19-20: 2039</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>If the funding need is not met, it will lead to a reduction in the number of available units for homeless families and individuals. This will also negatively impact the success rate of homeless applicants in leasing a unit.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>If the requested funding is awarded, Los Angeles County PHAs can provide incentives to insure a smooth transition into permanent supportive housing, including assistance for rental application fees, credit check fees and vacancy loss payments to owners whose tenants vacate the unit without proper notice, or if the family is evicted for good cause. Additionally, this funding may be used to provide assistance with completing rental applications, unit location services, transportation, and housing counseling.</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>In order to continue the HIP and expand the services countywide, strategy B4 should be revised as follows: Provide Public Housing Authorities throughout the County with funding to encourage landlord acceptance of subsidized tenants with a HUD voucher by offering:</p> <ol style="list-style-type: none"> 1. Damage Mitigation / Property Compliance Fund; 2. Vacancy payments to hold units; and 3. Security Deposit Assistance. 4. Housing Counseling and Retention services.

B4 – Facilitate Utilization of Federal Housing Subsidies
Los Angeles County Public Housing Authorities (PHA)
Vouchers Committed and Incentive Funding Request

PHA	FY 2017-18		FY 2018-19		FY 2019-20	
	Vouchers Committed	Funding Request	Vouchers Committed	Funding Request	Vouchers Committed	Funding Request
HACOLA	600	\$1,084,340	600	\$2,084,340	600	\$2,084,340
POMONA*	5	\$17,500	5	\$17,500	5	\$17,500
BURBANK*	20	\$70,000	20	\$70,000	20	\$70,000
PASADENA*	25	\$87,500	25	\$87,500	25	\$87,500
REDONDO BEACH*	5	\$17,500	5	\$17,500	5	\$17,500
GLENDALE*	4	\$14,000	4	\$14,000	4	\$14,000
LONG BEACH*	225	\$787,500	200	\$700,000	180	\$630,000
HACLA*	1200	\$4,200,000	1200	\$4,200,000	1200	\$4,200,000
TOTAL	2084	\$6,278,340	2059	\$7,190,840	2039	\$7,120,840

**Note: these figures are only estimates, based on average direct costs of \$3,500 per individual/family.
This figure does not include staffing or other administrative costs.*

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$116,000	\$4,500,000	\$4,500,000
SUBSIDIZE HOUSING				
B6 – Family Reunification Housing Subsidy				
1.	Date Strategy was implemented and began providing services:	Date Implemented: January 1, 2017 Service Start Date: January 1, 2017		
2.	How many individuals have been served under this strategy since Implementation?	To Date: 40 referred, 31 enrolled and 5 housed		
3.	What is the cost per client since implementation?	\$16,250 per family		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement.</p> <p>Please explain need:</p> <p>The Department of Children and Family Services (DCFS) has oversight of thousands of children in out-of-home care throughout Los Angeles County. Families whose children are removed from their care lose eligibility to their CalWORKs cash grant, if there is no minor child remaining in the home. The removal of the children, as well as many other factors, could result in the family becoming homeless and children languishing in foster care for extended periods of time. A significant number of children in out-of-home placement could be reunited with their parents, if their parents were able to obtain and sustain suitable housing.</p> <p>This Strategy, known as the Family Reunification Housing Subsidy (FRHS) program, was modeled after the success of the Families Coming Home Together (FCHT) pilot. FCHT was a pilot program to provide countywide rapid re-housing services to court dependent Family Reunification clients. According to 2016 DCFS data, there are approximately 882 homeless families with 1,352 children in the DCFS system. The current funding of FRHS will allow for the enrollment and housing of about two hundred (200) families. However, the current funding will only house 23% of those in need. Additional funding is required to provide housing to the remaining population.</p> <p>For FY 2017-18, FRHS is funded at \$1 million in one- time County's General Fund and \$2 million from the Department of Children and Family Services. This strategy assumes that once these families are housed and reunified there will be a realization of a savings in unspent foster care dollars. By re-investing these savings back into the program, additional families could be housed. The cost savings will be calculated based on the assumption that the children would have otherwise remained in placement for an additional 12 months. It is projected that the savings reinvested will service approximately the same number of families that are served by the project year after year. However, additional funding is needed to fund the 77% of estimated families in need that are not funded through FRHS.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>In 2014, First 5 LA dollars were utilized to develop the FCHT pilot consisting of twenty-five DCFS families that met all court orders and homelessness was the sole barrier to the return of the children. This pilot demonstrated the average cost to house a family to be \$14,000, inclusive of case management and employment services. This pilot was successful in housing twenty-three (23) of the total twenty-five families with costs totaling about \$322,000. In 2016, FCHT successfully housed 14 DCFS families at a cost of approximately \$225,000. Although these results are great, this funding in no way addressed the total DCFS population in need of housing services.</p>			

FY 2017-18

Based on data collected from the FCHT program, it is estimated that over 800 DCFS homeless families are potentially eligible to receive housing services. Due to ramp up in FY 2016-17, DCFS will not expend all of the funds and will roll over approximately 75% of the budget into FY 2017-18.

In order to effectively meet the demand for countywide housing services, DCFS is requesting an additional \$116,000 for staffing to support to the program by adding: two Children's Services Administrators (CSA 1s) and one Intermediate Typist Clerk (ITC). The CSA 1's will allow sufficient support for the 8 SPAs and the ITC would provide assistance and track homeless referrals.

FY 2017-18 Staffing Cost

Items	#	Net County Cost
CHILDREN SERVICES ADMIN I	2.0	\$92,000
INTERMEDIATE TYPIST-CLERK	1.0	\$24,000
TOTAL	3.0	\$116,000

*Note: Assume FY 2018-19 & FY 2019-20 will increase by 3% adjustment, which has been added into the projection in those years below.

The projected costs include all staffing and administrative costs.

FY 2018-19

The projected cost of funding 400 families is \$6,500, 000.

DCFS will continue its investment of funds into this program and will invest anticipated cost savings back into the program. However, it must be noted that the Title IV-E Waiver authority will end on September 30, 2019 and the actual cost savings is unknown at this time. The amount included is based on a projection of cost savings.

As part of this request, DCFS is requesting \$4,500,000 in MEASURE H funding to sustain the increase of 200 families and to assist in housing a projected 400 families per year.

The cost of housing a family is estimated at \$16,250 per family which is inclusive of the cost to contract with the Community Development Commission and for each of the agencies serving the various SPA areas which are linked to the CES.

FY 2019-20

The projected cost of funding 400 families is \$6,500, 000, which will be offset by anticipated cost savings achieved by reunifying families and investing those cost savings back into the program. Similar to 2018-19, the cost savings is dependent on extension of the Title IV-E Waiver authority.

DCFS is requesting \$4,500,000 in MEASURE H funding to sustain the increase of 200 families and to assist in housing a projected 400 families per year.

6. Please explain projected number of clients per FY that will be served if projected funding is provided?

FY 2017-18: 200 families FY 2018-19: 400 families FY 2019-20: 400 families

These numbers are not cumulative, but reflective of the number of families to be served for each year of the program. It is anticipated that over 1,000 families will be served over the course of the three years.

The projected cost per family is estimated based on the rate calculated to house families in FY 2016-17. The average amount to rapidly house families for FYs 2018-19 and 19-20 is estimated to be \$16,250, which is consistent with the cost per family in Homeless Initiative Strategy B3.

7. What will be the impact if projected funding need is not met?

Lack of funding would result in a decreased number of families being re-united and housed. As a result, more children would languish in the foster care system, which will result in increased dollars paid out for foster care and increase the population of

	Transition Age Youth in the system.
8.	<p>If requested level of funding is provided, what will be done?</p> <p>If the requested funding is provided, parents of children in the foster care system will be rapidly re-housed, united with their children, and provided with supportive services, which will 1) decrease the time children spend in foster care, 2) and create an overall cost savings that can be reinvested in housing additional families, and 3) in the long term, decrease stressors and the likelihood that children will return to foster care.</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>No.</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$13,000,000	\$25,341,528	\$29,458,255
SUBSIDIZE HOUSING				
B7 - Interim/Bridge Housing for those Exiting Institutions				
1.	Date Strategy was/will be implemented and began/will begin providing services	LAHSA Implemented: October 1, 2016 DHS Implemented: July 1, 2016 Service Start Date: July 1, 2017 (DPH SAPC to start)		
2.	How many individuals have been served under this strategy since Implementation?	181 (LAHSA-122, DHS- 59, DPH – N/A)		
3.	What is the cost per client since implementation?	LAHSA - \$2,760(LAHSA cost per bed \$30 per night) DHS - \$13,420(DHS average cost per bed night \$110 and average length of stay is 4 months - 122 days)		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>LAHSA - LAHSA requests funds to raise the bed rate for these shelters specifically reserved for people exiting institutions to allow for a specialized level of care at the facilities. Under strategy E8 LAHSA has requested funds to add shelter facilities and beds that can be used for the general population who experience homelessness.</p> <p>DHS and DMH – Interim housing is intended to serve clients with complex health and/or behavioral health conditions who need a higher level of support services than is available in most shelter settings. Interim housing includes stabilization housing (with onsite intensive case management services) and recuperative care (with onsite intensive case management services and health care oversight). Some interim housing programs provide enhanced onsite mental health services.</p> <p>Through Homeless Initiative Strategies B7 and E8, DHS and DMH are proposing to add 500 interim housing beds in FY 17/18 and 400 additional beds in FY18/19 for a total of 900 interim housing beds. Fifty percent (50%) of the interim housing beds (450 of the 900 total) will serve clients exiting institutions such as hospitals (including non-DHS, private hospitals), residential mental health facilities, urgent care centers, and custody settings (Homeless Initiative Strategy B7) and 50% of the beds (450 of the 900 total) will serve clients from other locations including referrals from Homeless Initiative E6 multidisciplinary outreach teams, other outreach teams, and homeless services providers (Homeless Initiative E8).</p> <p>DPH SAPC -The Department of Public Health (DPH) Substance Abuse Prevention and Control (SAPC) requests funding under B7 to provide recovery bridge housing for up to 90 days to homeless clients who are still homeless at treatment discharge and choose abstinence-based housing.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18</p> <p>LAHSA \$1,778,585 -Increase the bed rate for the existing 253 beds (funds from 16/17 are rolled over)</p> <p>DHS/DMH \$5,018,750 - Add 31-32 DHS/DMH recuperative care and stabilization beds every three months to total 250 beds.</p> <p>DPH SAPC \$6,202,665 - Add 500 DPH SAPC recovery bridge housing beds.</p>			

	<p>FY 18-19 LAHSA \$5,086,363 - Continue funding for 253 LAHSA beds</p> <p>DHS/DMH \$14,052,500 - Add 200 DHS/DMH recuperative care and stabilization beds to total 450 beds.</p> <p>DPH SAPC \$6,202,665 - Continue funding for 500 DPH SAPC recovery bridge housing beds.</p>
	<p>FY 19-20 LAHSA \$5,188,089 - Continue funding for 253 LAHSA beds(includes cost of living adjustment)</p> <p>DHS/DMH \$18,067,500–Continue 450 DHS/DMH recuperative care and stabilization beds.</p> <p>DPH SAPC \$6,202,665 - Continue funding for 500 DPH SAPC recovery bridge housing beds.</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 3,009 FY 18-19: 3,609 FY 19-20:3,609</p>
7.	<p>What will be the impact if projected funding need is not met? People who are exiting institutions and are seeking shelter will attempt to access the existing shelter system and, because of the lack of shelter beds in the county, may not find an available bed. If they do have an available bed, the shelter may not have the specialized services that they require.</p>
8.	<p>If requested level of funding is provided, what will be done? Individuals being released from institutions will be able to be transfer to an interim housing bed. This will speed up the amount of time it takes to release an acute care hospital bed or jail bed for someone else to fill, which can have a significant positive impact on overcrowding. In addition, all the individuals in interim housing will be assisted to secure permanent housing with needed services and/or employment as opposed to falling into homelessness time and time again.</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? No</p>

RECOMMENDED FUNDING				
Focus Area / Strategy C2		FY 2017-18	FY 2018-19	FY 2019-20
		0	\$2,000,000	\$2,000,000
Focus Area / Strategy C7		FY 2017-18	FY 2018-19	FY 2019-20
		\$5,000,000	\$5,150,000	\$5,300,000
INCREASE INCOME C2 - Increase Employment for Homeless Adults by Supporting Social Enterprise C7 - Employment for Homeless Adults <i>Beginning FY 18-19, funds may be used interchangeably between Strategies C2 and C7.</i>				
1.	Date Strategy will be implemented and begin providing services	Target Implementation Date: August 2017 Target Service Start Date: August 2017		
2.	How many individuals have been served under this strategy since Implementation?	Not yet implemented		
3.	What is the cost per client since implementation?	Not yet implemented		
4.	Reason for Funding Request (please check only one): C2 <input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. C7 is a new strategy. Please explain need: Employment is paramount in both preventing individuals and families from becoming homeless, as well as in helping those already homeless transition into stable living environments. While a variety of supportive services are essential for enabling a successful transition out of homelessness, employment is an unquestionable necessity for individuals being served by the County's Rapid Rehousing efforts so that they can achieve and maintain an income to sustain unsubsidized housing upon Rapid Rehousing program exit. Likewise, employment is vital to provide individuals at imminent risk of homelessness with the income they need to avoid losing their current housing in the high-cost Los Angeles regional market, thus preventing homelessness. Social Enterprise Agencies, working in close coordination with the countywide workforce development system, provide a solid foundation for the delivery of employment services, training programs and supportive services critically needed to significantly impact the homelessness crisis. The workforce development system, in partnership with Social Enterprise agencies, is primed to provide responsive, comprehensive employment and training services to individuals and families who are homeless or were recently homeless. In order to increase income, Strategy C7 will expand on one or more proven workforce development models, such as the Los Angeles Regional Initiative for Social Enterprise (LA:RISE), throughout Los Angeles County to provide transitional, subsidized and unsubsidized employment to homeless individuals. Strategy C2 will also support Social Enterprise agencies currently operating or wishing to create an Alternate Staffing Organization (ASOs) to serve as intermediaries between the workforce system, employers, and job seekers. Given that the role social enterprises play in providing transitional employment opportunities is so crucial to helping those with barriers into the workforce, the expansion of models, such as LA:RISE, will build the capacity of both the Social Enterprise agencies and the countywide workforce development system to provide homeless and imminently homeless individuals the type of supported employment opportunities critically needed to help stem the County's homelessness crisis. C2-C7 Program goals are to:			

- (1) Increase sustained employment for homeless job seekers with significant barriers to employment, while reducing turnover cost for employers.
- (2) Pool high-quality, standardized, evidence-based workforce training with personal and professional support services.
- (3) Integrate employment Social Enterprises and specialized service providers with the Workforce Development System to yield stronger employment results for homeless job seekers.

Social Enterprise Agencies

Social Enterprises are profit or non-profit organizations whose primary purpose is “common good to advance their social, environmental and human justice agendas.” Many Social Enterprises provide a supportive work environment for those with significant barriers to employment. Social Enterprises provide those with barriers to employment, including individuals experiencing homelessness, those reentering the community from incarceration, Veterans, disconnected youth, and those with disabilities, subsidized transitional employment combined with case management, supportive services and job readiness skills to prepare the hard-to-serve individual for unsubsidized, permanent employment.

The County has certified about 30 agencies to date as meeting the criteria to qualify as a Social Enterprise. Many more agencies will be certified in the coming months. The Department of Workforce Development, Aging and Community Services (WDACS) is establishing a Master Agreement with certified Social Enterprise agencies so that they may bid for County contracts to provide work and services for the County. Contracts for projects that would be awarded through the master agreement may provide transitional or permanent employment to individuals experiencing homelessness, imminently homeless and others with barriers to employment.

Linking Social Enterprises to the Workforce Development System

Utilizing Social Enterprises, the City of Los Angeles initiated the LA:RISE program to stimulate job acquisition and retention for individuals who make up the County's hardest-to-serve populations. This innovative initiative is the first of its kind to integrate employment, social enterprise, and specialized homeless service providers within the workforce system. LA:RISE is revamping the way business, government, and nonprofits work together in transforming the lives of people and communities with the power of a job. Participants receive a steady paycheck along with the counseling, support and training they need to achieve employment success. The model features co-location of social enterprises at the job centers to facilitate co-case-management of the shared homeless customer.

The LA:RISE model consists of four components:

- (1) Transitional Social Enterprise Jobs
- (2) Competitive Employment
- (3) Workforce Development Training Services
- (4) Personal Support Services

While participants engage in Component 1, subsidized transitional job placement, the Social Enterprise agency provides personal supports, such as, case management and job readiness assessments to ensure workers are ready to transition into more long term unsubsidized employment. Once the participants are deemed employment ready, they progress to Component 2 in which they are placed in either full-time permanent jobs, or “bridge” jobs provided by employers willing to hire employees with non-traditional backgrounds and committed to providing a supportive and inclusive work culture. In Component 3, the workforce development training system acts as the coordinating partner, co-enrolling individuals into other workforce development services while the participant is in their Social Enterprise transitional job placement. In addition to providing unsubsidized job placement and follow-up services, job centers provide access to career and training services such as vocational workshops, financial and computer literacy, soft skills development, job readiness, and conflict resolution. Finally, in Component 4, Personal Support providers help participants stabilize their lives and improve their ability to keep a job. Supportive Services provided include case management, goal setting, childcare, transportation, financial literacy, and a social support system. Personal Support providers continue to work with the individual once they are placed in a bridge or mainstream job to improve their employment retention outcomes.

The workforce system in the County has over 50 Job Centers. These centers—called America's Job Centers of California

	<p>(AJCCs) or WorkSource Centers--offer services such as education, employment readiness and supportive service needs assessment; coordinated supportive services; career development planning; employment readiness workshops; soft skills development; literacy & numeracy skill improvement; case-managed transitional employment; on-the-job training; paid work experience; vocational training; job placement; on-the-job coaching; post-employment follow-up supports, and more. AJCCs also serve as hubs for local business engagement.</p> <p>The countywide workforce development system is built upon an Integrated Service Delivery (ISD) model that coordinates, aligns and leverages the resources of multiple partners, including 20 Community Colleges, 13 Adult Education Consortia representing 55 school districts and over 600 industry-driven training providers. Embedded in the workforce development system are robust information technology tools to track participant enrollment, provision of supportive services, basic skills improvement, training participation and completion, alignment of training to career path goals, and job placement. Additionally, the system tracks the participant wage earnings, and the progression of earnings over time. This tracking allows the workforce system to assess its success in ensuring participants achieve employment retention and advancement along a progressive career path.</p> <p>To implement Strategy C2 in coordination with Strategy C7, WDACS will work with stakeholders to develop a plan to use the funds to maximize employment opportunities for individuals experiencing homelessness. Strategy C2 is intended to provide funding to offset a portion of participant wages, or supplement operating costs of the Social Enterprise agency. Integrating Strategy C2 with Strategy C7 provides the opportunity to serve individuals on a continuum based on individual needs, while maximizing employment opportunities. Performance projections for the integrated Strategy C2/Strategy C7 model may change based on further discussions with stakeholders.</p> <p>50% of subsidized employment slots available through Strategy C7 will be targeted to serve homeless General Relief Program participants enrolled in the General Relief Opportunities for Work (GROW) Program.</p> <p>To increase flexibility and improve program outcomes for integrated Strategy C2/Strategy C7, beginning FY 18-19, funds set aside for Strategies C2 and C7 may be used interchangeably.</p>
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 Funding currently allocated is not sufficient to meet the need for employment services for this population. Combining funding for C2 and C7 will provide \$7 million in FY 17-18. This includes \$2 million in unspent funding from current allocation for Strategy C2 approved by the Board on February 9, 2016.</p> <p>Strategy C2 funding will support Social Enterprise agencies operating as Alternate Service Organizations. During the first year, funds will be used to either increase social enterprise capacity and/or to offset a portion of participant wages for at least 500 homeless individuals, with the goal of placing 70% in permanent employment. The performance projections used in Strategy C2 assume a cost of \$2,000 per individual.</p> <p>Strategy C7 funds will provide transitional employment opportunities to roughly 600 homeless individuals facing significant barriers to employment with the goal of placing 50% in permanent employment. Actual costs may change based on further discussions with Social Enterprise Agencies.</p> <p>FY 18-19 In FY 18-19, funding will be less focused on social enterprise capacity building; therefore, funding will be used to expand the number of individuals receiving employment through an ASO. Strategy C2 funds will offset a portion of participant wages for 1,000 individuals with the goal of placing 70% in permanent employment. The performance projections used in Strategy C2 assume a cost of \$2,000 per individual.</p> <p>Strategy C7 funds of \$5 million will provide transitional employment for 600 individuals experiencing homelessness with the goal of placing 50% in permanent employment. The remaining \$150k in available funding will cover potential cost increases and/or fund additional employment slots. Actual costs may change based on further discussions with stakeholders during implementation planning.</p>

	<p>Funding for Strategy C2/Strategy C7 may be shifted between strategies beginning FY 18-19 to maximize the creation of employment opportunities for individuals experiencing homelessness or recently homeless.</p> <p>FY 19-20 In FY 19-20, Strategy C2 funding will be used to maintain the number of individuals receiving employment through an ASO. Strategy C2 funds will continue to offset a portion of participant wages for 1,000 individuals with the goal of placing 70% in permanent employment. The performance projections used in Strategy C2 assume a cost of \$2,000 per individual.</p> <p>Strategy C7 funds of \$5 million will provide transitional employment for 600 individuals experiencing homelessness with the goal of placing 50% in permanent employment. The remaining \$300k in available funding will cover potential cost increases and/or fund additional employment slots. Actual costs may change based on further discussions with stakeholders during implementation planning.</p> <p>Funding for Strategy C2/Strategy C7 may be shifted between strategies to maximize the creation of employment opportunities for individuals experiencing homelessness or recently homeless.</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: (C2) 500, (C7) 600 FY 18-19: (C2) 1,000, (C7) 600 FY 19-20: (C2) 1,000 (C7) 600</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>If employment strategies are not funded, homeless individuals will not be able to achieve and maintain an income to sustain unsubsidized housing.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>If the projected goals, as described below, are met, over three years, the funding will support permanent employment for 2,650 homeless individuals (1,750 in C2 and 900 in C7)</p> <p>C2: 70% of those served will secure permanent employment (2,500 x 70% = 1,750) C7: 50% of those served will secure permanent employment (1,800 x 50% = 900)</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>Given that Strategy C2 is being combined with Strategy C7, during implementation planning, stakeholders may identify modifications to Strategy C2 that are needed to maximize employment opportunities for individuals experiencing homelessness.</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$15,680,000	\$15,680,000	\$12,000,000
INCREASE INCOME				
C4 - Establish a Countywide Supplemental Security Income (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				
1.	Date Strategy was implemented and began providing services	Date Implemented: April 1, 2017 Service Start Date: April 1, 2017 Expansion implementation date: July 1, 2017 Expansion Service start date: July 1, 2017		
2.	How many individuals have been served under this strategy since Implementation?	0		
3.	What is the cost per client since implementation?	N/A		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need:</p> <p>This funding request aims to increase and enhance the current strategy to double the program size and provide additional supports. Many of the lessons learned from the previously funded Benefits Entitlement Services Team (BEST) program and the SSI/SSDI Outreach, Access and Recovery (SOAR) model indicate that successful benefits advocacy programs include medical evaluation, linkage to housing and payee services that help clients manage their benefit once approved. Currently ongoing funding is allocated to this program at \$6.8 million annually. It does not cover many programmatic elements that will ensure successful SSI/SSDI applications and the stabilization of clients in permanent housing. In addition, the original funding for C5 and C6 was one-time funding.</p> <p>As a note, this funding request does not include housing subsidies for permanent supportive housing. The funding request for that programmatic element is coming through Homeless Initiative Strategy D7.</p> <p>To increase the success of the program, DHS is requesting funding to maintain, expand, and enhance benefits advocacy services including:</p> <ul style="list-style-type: none">• Increase SSI/SSDI advocacy from 5,000 individuals to 10,000 individuals annually and veterans benefits advocacy from 600 to 1,200 individuals annually.• Increase training and expand technical assistance for benefits advocates.• Add comprehensive evaluation, record retrieval and appeals services for non-DPSS clients.• Add medical and psychiatric evaluation services for all applicants. This is a specialty service typically not covered by Medi-Cal.• Payee services for clients that need help managing their cash benefits.• Maintain veterans benefits advocacy services.• Maintain targeted SSI/SSDI advocacy for inmates. <p>The combined strategies are requesting an additional \$15.68 million in FY 17/18 and 18/19 and \$12 million in FY 19/20.</p> <p>Strategies C4-C6 are currently funded at these levels:</p> <p>C4: \$6.8 million on-going funding from the Department of Public Social Services</p>			

	<p>C5: \$1.2 million in one-time Homeless Prevention Initiative funds</p> <p>C6: \$1 million in one-time AB 109 funds</p>
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 11,200 clients served at \$2,007 per client (\$15,680,000 Measure H funding + \$6,800,000 ongoing funding divided by 11,200 clients).</p> <p>FY 18-19 11,200 clients served at \$2,007 per client (\$15,680,000 Measure H funding + \$6,800,000 ongoing funding divided by 11,200 clients).</p> <p>FY 19-20 A reduced funding amount is requested for FY 19-20 because it is anticipated that the largest volume of SSI applications referred will be in FY 17-18 and FY 18-19, corresponding with high numbers of disabled homeless individuals; however, as Homeless Initiative strategies are implemented and the initial large volume of homeless disabled individuals needing to apply for SSI are processed, the ongoing number of applications for SSI by homeless disabled individuals will likely level off. As such, in FY 19-20, 9,367 clients will be served at \$2,007 per client (\$12,000,000 Measure H funding + \$6,800,000 ongoing funding divided by 9,367 clients).</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: 11,200 FY 18-19: 11,200 FY 19-20: 9,367</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>Countywide benefits advocacy (C4) will not be able to increase above the current estimate of submitting 5000 benefits applications annually. The components of the program that provide benefits advocacy services to disabled veterans (C5) and disabled individuals in custody facilities (C6) will end as the original funding was one-time. In addition, without increased funding the benefits advocacy program will not be able to implement the programmatic enhancements that are needed to increase the approval rate of SSI/SSDI applications and support the stabilization of clients into housing and services.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>The funding for the C5 and C6 strategy were allocated as one-time funds. Continuing funding for C5 and C6 at the same level will allow the benefits advocacy for veterans and jail inmates to continue without interruption of services.</p> <p>With the requested level of funding DHS will also add the following enhancements to the current benefits advocacy program:</p> <ul style="list-style-type: none"> • The number of people assisted with SSI/SSDI advocacy will increase from 5,000 individuals to 10,000 individuals annually and the number of people assisted with veterans benefits advocacy will increase from 600 to 1,200 individuals annually in FY 17/18 and 18/19. • There will be an increase in training and expansion of technical assistance for benefits advocates. • Comprehensive evaluations, record retrieval and appeals services for non-DPSS clients will be available. • Medical and psychiatric evaluation services for all applicants will be available. • Payee services for clients that need help managing their cash benefits will be available.
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>Additional services listed in #8 would be provided.</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$0	\$1,112,707	\$2,225,414
PROVIDE CASE MANAGEMENT AND SERVICES D2 - Jail In-Reach				
1.	Date Strategy was/will be implemented and began/will begin providing services	Date Implemented: December 3, 2016 (first staff hired) Service Start Date: January 9, 2017		
2.	How many individuals have been served under this strategy since Implementation?	38		
3.	What is the cost per client since implementation?	Not available		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need: This strategy has just begun implementation. Until we are able to assess the program's capacity with full staffing, we are operating under the belief that the current funding and staffing level will be sufficient to reach the total target population, and that expansion will not be required.</p> <p>The program: Four Housing for Health/Office of Diversion and Reentry-contracted community agencies are providing 3 homeless case managers each (12 total) to conduct jail in-reach to inmates who self-identified as homeless at jail intake. Four DHS Clinical Social Workers are coordinating the teams, and 4 Sheriff's Department Custody Assistants are assisting with inmate movement and escorting staff. Because D2 has no dedicated permanent supportive housing slots attached, the case managers are focusing on conducting VI-SPDAT assessments and entering clients into the Coordinated Entry System for prioritization into community housing resources, and will also be conducting general case management and reentry planning.</p> <p>The current percentage of inmates self-identifying as homeless at intake is 11%. In 2016, there were a total of 112,852 inmates booked into jail. If 11% are homeless, the total number of inmates to be served annually by D2 is estimated at 12,414, or 1,035 per month. With a 20-day work month, each of the 12 case managers would need to assess 4.3 inmates per day (52 per day total) to cover the entire homeless population. As some inmates will decline services and/or may not actually be homeless, we estimate this will be closer to 3 inmates to be assessed per day per case manager. We estimate this will allow case managers to also carry a caseload of approximately 10-20 clients each for ongoing case management at a given time. A portion of homeless inmates will not require ongoing D2 case management because they will be case managed by Jail Linkage program staff or Whole Person Care program staff.</p> <p>The initial one-time D2 funding was budgeted to last approximately 2 years. This funding will run out approximately halfway through FY 18-19. We are requesting half of the program costs for FY 18-19 and full program costs for FY 19-20.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 N/A</p> <p>FY 18-19 Half of the calculation below for FY 19-20 = \$1,112,707</p> <p>FY 19-20 Current S&EB for 4 Clinical Social Workers: \$410,596 Current S&EB for 4 Custody Assistants: \$454,000 Current cost for Housing for Health-contracted Intensive Case Management Services (ICMS) case manager, fully loaded including supervision, office supplies, etc. = \$108,000 per case manager per year (current cost) x 12 case managers =</p>			

	<p>\$1,296,000</p> <p>Total: \$410,596 + \$454,000 + \$1,296,000 = \$2,160,596</p> <p>Apply 3% COLA to above costs = \$2,225,414</p>
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: 9,931 FY 18-19: 9,931 FY 19-20: 9,931</p> <p>This number is calculated by the total number of inmates booked into the jail in 2016 = 112,852 x 11% self-identifying as homeless = 12,414,</p> <p>and subtracting 20% (2,482) estimated to decline services or who are not actually homeless = 9,931</p>
7.	<p>What will be the impact if projected funding need is not met?</p> <p>One-time funds allocated for D2 are expected to run out after 2 years of services, in the middle of FY 18-19. Services cannot continue past that date without additional funding.</p>
8.	<p>If requested level of funding is provided, what will be done?</p> <p>Services will continue at the same level as envisioned in FY 16-17 and 17-18. Please see description in #4 above.</p>
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>No.</p>

RECOMMENDED FUNDING			
Focus Area / Strategy		FY 2017-18	FY 2018-19
		\$0	\$0
FY 2019-20			
\$1,359,880			
PROVIDE CASE MANAGEMENT AND SERVICES D4 - Regional Integrated Re-Entry Network			
1.	Date Strategy was/will be implemented and began/will begin providing services:	Date Implemented: Not yet implemented Service Start Date (target): June 2017	
2.	How many individuals have been served under this strategy since Implementation?	N/A	
3.	What is the cost per client since implementation?	NA	
4.	Reason for Funding Request (please check only one): <input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: This strategy is targeted for implementation in June 2017. The proposed program design is to expand DHS Housing for Health Intensive Case Management Services (ICMS) contracts to hire an additional 12 homeless case managers from existing ICMS provider agencies. These staff will be embedded in and serve as resources to clinics participating in the Whole Person Care (WPC) reentry pilot, to provide homeless services expertise and case management for WPC reentry program clients experiencing homelessness.		
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request): <div> <div>FY 17-18</div> <div>N/A</div> </div> <div> <div>FY 18-19</div> <div>N/A</div> </div> <div> <div>FY 19-20</div> <div> Housing for Health-contracted Intensive Case Management Services (ICMS) case manager, fully loaded cost including supervision, office supplies, etc. = \$108,000 per case manager per year (current cost) x 12 case managers = \$1,296,000. Apply 3% COLA to \$1,296,000 for FY 19-20 = \$1,334,880 Training costs for Reentry health care network clinic staff: 100 employees x \$250 each = \$25,000. Total: \$1,334,880 + \$25,000 = \$1,359,880 </div> </div>		
	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 3,750 FY 18-19: 3,750 FY 19-20: 3,750 This number is calculated by the number of new Whole Person Care clients enrolled each month into the WPC Reentry program = 1,250 1,250 new clients per month x 25% expected to be homeless x 12 months per year = 3,750 total clients.		
7.	What will be the impact if projected funding need is not met? One-time funds allocated for D4 are expected to run out at the end of the second year of services (June 2019). Services cannot continue past that date without additional funding.		
8.	If requested level of funding is provided, what will be done? Services will continue at the same level as envisioned in FY 17-18 and 18-19. An expansion is not requested in future years based on the expectation that sales tax funding will also be used to expand the number of permanent supportive housing and intensive case management services slots available for this population. If that is the case, the D4 case managers will be able to more quickly connect clients with available housing slots and hand off the client to an ICMS provider associated with that slot for ongoing case management, decreasing the need for additional D4 case managers.		

9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? No.
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RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$622,728	\$1,125,972	1,483,276
PROVIDE CASE MANAGEMENT AND SERVICES D6 - Criminal Record Clearing Project				
1.	Date Strategy was/will be implemented and began/will begin providing services	Date Implemented: May 2017 Service Start Date: July 01, 2017		
2.	How many individuals have been served under this strategy since Implementation?	This is an expansion and enhancement of our service delivery model.		
3.	What is the cost per client since implementation?	None, program start date is 07/01/17		
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described below. Please explain need: The County's Homeless Initiative includes increased efforts to assist homeless persons with justice system barriers. The Public Defender is working with clients to provide assistance in resolving warrants and to provide other legal assistance to seek legal reductions and dismissals. We currently partner with LAHSA who will continue to connect public defender staff with service providers and clients to identify and assist homeless clients who need public defender services. This effort, while noteworthy, is a reactive service model that requires the most disadvantaged of our constituents to be aware of and understand the various avenues for help available to them at the Public Defender's offices. We believe that the most effective way to implement strategy D6 would be to fund Public Defender outreach vehicles equipped with mobile office capabilities. These vehicles would partner with County and community- based outreach teams to provide direct, one-stop services such as expungement and other record clearing services on site in the field to our homeless clients. The PD currently has mobility based IT solutions for mobile access to databases and technology that will permit immediate research, consultation and preparation of the required legal documents on site. This will allow the PD to begin immediately advocating on behalf of the clients to begin clearing their records.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request): <div style="border: 1px solid black; padding: 2px;"> FY 17-18 Purchase and equip 2 outreach vehicles with mobile office capabilities with funding to include \$200,000 FY 16-17 initial HI funding. Assign and train 2 teams of: 1 Deputy Public Defender II, 1 Paralegal and 1 ITC. </div> <div style="border: 1px solid black; padding: 2px;"> FY 18-19 Purchase and equip 1 additional outreach vehicle with mobile office capabilities and add additional team of: 1 Deputy Public Defender II, 1 Paralegal and 1 ITC </div> <div style="border: 1px solid black; padding: 2px;"> FY 19-20 Purchase and equip 1 additional outreach vehicle with mobile office capabilities and add additional team of: 1 Deputy Public Defender II, 1 Paralegal and 1 ITC </div>			
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 5,000 FY 18-19: 7,500 FY 19-20: 10,000			
7.	What will be the impact if projected funding need is not met? The department will continue to build on its collaboration with LAHSA to connect homeless clients in LA County with Public Defender Services.			
8.	If requested level of funding is provided, what will be done?			

	Initially 2 fully equipped outreach vehicles will be purchased and each staffed with a Deputy Public Defender (DPD) II, a Paralegal, and an Intermediate Typist Clerk (ITC) to provide administrative and clerical support. In FY18-19, an additional van (for total of 3) will be purchased and staffed with a DPDII, Paralegal and ITC. In FY 19-20, an additional outreach vehicle (for total of 4) will be purchased and staffed with a DPDII, Paralegal and an ITC. Each vehicle will coordinate with LAHSA, Probation Dept., LA City Attorney, local prosecutors' offices, Legal Aid Offices and CBO's in all 8 SPA's to provide record clearing and ongoing services. It is estimated that when fully funded, the project will directly serve 10,000 on site clients in FY 19-20.
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? Yes, the current one-time funding is not sufficient to support the recommended approach.

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$25,143,500	\$49,290,452	\$72,117,564
PROVIDE CASE MANAGEMENT AND SERVICES				
D7 - Provide Services and Rental Subsidies for Permanent Supportive Housing				
1.	Date Strategy is targeted for implementation	Target Implementation Date: Target Service Start Date: As soon as new funding is available.		
2.	How many individuals are projected to be served under this strategy?	D7 will contribute to funding 15,000 units of PSH over 5 years.		
3.	What is the projected cost per client upon implementation?	<p>There are two cost per client per year projections listed below based on whether or not the housing is utilizing federally funded vouchers or local rent subsidies. All housing receives funding for tenant support services regardless of the subsidy source. The support services calculation includes the cost of Intensive Case Management Services for everyone, a projected cost based on an estimate of the number of people who will utilize enhanced mental health services through the Full Service Partnership program, and a small amount of funding for substance abuse outreach and assessment for all tenants. The projections include an assumption that there will be 1,500 new Section 8 federal vouchers annually and one- time 1200 reallocated Continuum of Care (CoC) subsidies in year 2.</p> <p>There is a \$7,500,000 annual flexible allocation included in the calculation that can fund 1) additional new permanent supportive housing, 2) services in existing permanent supportive housing that has insufficient services funding, or 3) local rental subsidies if projections for federal subsidies are not realized.</p> <ul style="list-style-type: none">Federal Subsidy + Services = \$7,698/household/yearLocal Rent Subsidy + Services =\$21,438/household year <p>It is assumed that these costs rise 4% per year.</p>		
4.	<p>Please describe the proposed strategy: The proposed strategy is to support the increase in access to supportive housing by funding high quality tenant services and, when necessary, a local rent subsidy to ensure that housing units are affordable to homeless people. This is the only strategy directly aimed at providing long-term housing supports for chronically homeless people. As detailed in the attached spread sheet the strategy assumes the funding of 15,000 units of housing over 5 years. 3,000 of the units receive all of the support services funding from Whole Person Care and other local non-Measure H sources, therefore not requiring measure H funding.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request): The methodology included estimating the non-capital costs associated with supporting 15,000 new supportive housing units over 5 years to meet the shortage of permanent supportive housing estimated in the LAHSA 2016 report on the homeless housing gap.</p> <p>As detailed in the attached spreadsheet, the cost of additional units each year is adjusted to account for phasing in 1/12 of the annual total each month. These units include new physical units as well as existing housing that will be newly-used for PSH (project based or scattered site).</p> <p>Because providing permanent supportive housing is a long-term strategy requiring on-going investment, the costs for each year are cumulative. Therefore, by the end of year 1, the strategy supports a total of 2500 units and by the end of year 2,</p>			

	the strategy supports year 1 plus year 2 or 5,450 units, etc. The attached spreadsheet includes the cost assumptions for the local rental subsidy and the bundle of services that are provided to tenants of supportive housing.
	FY 17-18 \$25,143,500
	FY 18-19 \$49,290,452
	FY 19-20 \$72,117,564
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 2,500 FY 18-19: 5,450 FY 19-20: 7,850 (Projected numbers for FY 18/19 and FY19/20 are cumulative)

D7 - Permanent Supportive Housing

D7 Cost Projection: 15,000 Units Assisted in 5 Years: Initial 3 Years

Rental Subsidies: Combination of Federal Subsidies and Measure H

Support Services: Combination of WPC, Local Match, and Measure H

UNIT COUNT	FY 2017-18	FY 2018-19	FY 2019-20
New PSH Units Annually	2,500	2,950	2,400
Units with Fed Rent Subsidy and Local Services funding (1)	1,500	2,700	1,500
Units with Local Rent Subsidy and Services	1,000	250	900
Total Cumulative PSH Units	2,500	5,450	7,850
Units with Fed Rent Subsidy and Local Services funding	1,500	4,200	5,700
Units with Local Rent Subsidy and Services	1,000	1,250	2,150

COST	FY 2017-18	FY 2018-19	FY 2019-20
New Units (cost for new units is reduced to factor in ramp up)			
Units with Fed Rent Subsidy and Local Services funding (2)	\$ 1,924,500	\$ 6,805,032	\$ 2,081,539
Units with Local Rent Subsidy and Services	\$ 10,719,000	\$ 2,786,940	\$ 10,434,303
Prior Year(s) Cost (at full cost)			
Units with Fed Rent Subsidy and Local Services funding	\$ -	\$ 4,002,960	\$ 18,317,544.96
Units with Local Rent Subsidy and Services	\$ -	\$ 22,295,520	\$ 28,984,176.00
TOTAL	\$ 12,643,500	\$ 35,890,452	\$ 59,817,564
One-time Move-In Costs	\$ 5,000,000	\$ 5,900,000	\$ 4,800,000
Flexible Allocation (3)	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000
TOTAL MEASURE H COSTS	\$ 25,143,500	\$ 49,290,452	\$ 72,117,564

ASSUMPTIONS (4% annual cost increase)	FY 2017-18	FY 2018-19	FY 2019-20
Average Annual Rent Subsidy (based on \$1,020/unit month+\$125/month rent subsidy administration)	\$ 13,740	\$ 14,290	\$ 14,861
Annual Intensive Case Management Costs (\$450 per client per month)	\$ 5,400	\$ 5,616	\$ 5,841
Full Service Partnership Cost (8,000 per year per client; 30% covered by Medi-Cal; 1/3 requiring FSP services \$8,000X0.7=\$5,600X0.33=\$1,848)	\$ 1,848	\$ 1,922	\$ 1,999
SUD Treatment Costs (SUD related expenses that are not reimbursable by Drug Medi-Cal including on-site outreach, assessment, and service navigation)	\$ 450	\$ 468	\$ 487
Total Annual Cost Per Unit: Local Rent Subsidy and Services	\$ 21,438	\$ 22,296	\$ 23,187
Total Annual Cost Per Unit: Local Services Only	\$ 7,698	\$ 8,006	\$ 8,326

Notes

(1) Model assumes 1500 new Section 8 subsidies per year and a one-time reallocation of 1,200 CoC subsidies in Year 2.

(2) Whole Person Care and local match cover support services costs for 3,000 of the 15,000 units.

(3) Funds can be use for 1) new permanent supportive housing, 2) services in existing permanent supportive housing that has insufficient services funding, or 3) local rental subsidies if projections for federal subsidies are not realized.

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$19,000,000	\$27,000,000	\$27,000,000
CREATE A COORDINATED SYSTEM				
E6 - Countywide Outreach System				
1.	Date Strategy was/will be implemented and began/will begin providing services:	Strategy is being rolled out in phases: LAHSA outreach coordination funding commences; SPA-level outreach coordination commences: October 1, 2016 Multidisciplinary outreach teams to be hired, trained: May 1, 2017 Centralized outreach call center to be launched: July 1, 2017		
2.	How many individuals have been served under this strategy since Implementation?	N/A		
3.	What is the cost per client since implementation?	N/A		
4.	Reason for Funding Request (please check only one) <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: Building upon the infrastructure being built this year, we recommend an expansion and enhancement of the E6 Countywide Outreach System in the following key areas: 1) Dispatch and tracking technology infrastructure (E6 Web-based Communication Platform): In order to ensure efficient and effective outreach coordination and information sharing, the Countywide Outreach System will require integrated data systems that can perform a number of functions including: a). capture requests; b). efficiently route requests to appropriate SPA outreach coordinators; c). efficiently route outreach coordinator requests to appropriate outreach teams; d). track services and referrals provided by outreach team to referred individual; e). streamline enrollment of referred individual into housing navigation programs; and, f). develop the ability for the system to be integrated with HMIS. Ongoing funding will be required to support the call center infrastructure. 2) SPA-level Coordination staffing: Outreach Coordination staffing was initially based on Homeless Count data, with SPAs who have more individuals experiencing homelessness in their region being funded for an additional Outreach Coordinator. Looking ahead, there's an opportunity to strengthen SPAs who were only allotted one FTE for this function. Ensuring that every SPA has the ability to deploy teams in response to Web-based Communication Platform requests in a timely manner, coordinate outreach meetings, organize joint outreach activities, and lead and facilitate training opportunities would ensure that the growing and more complex street-outreach environment is appropriately and equitably supported. This funding will also support an additional Macro Coordinator in line with the original E6 design. 3) Multidisciplinary Outreach team (MDT) staffing and costs: As currently-budgeted MDTs only have the ability to serve an estimated 14% of the County's street-based homeless, we propose that MDT funding is increased to ensure that a higher percentage of the County's street-based homeless can be covered by MDTs. With such a high rate of unsheltered homelessness across the County (75%), investing in street-based services would be an important investment aimed at this highly vulnerable cohort. These teams, hired and managed by leading community-based organizations, will include staff members with mental health, physical health, substance abuse, peers with lived experience, and generalist homeless case management expertise. This funding will also support the addition of five LAHSA Emergency Response Team (ERT) members attached to C3 Programs in Skid Row and Venice to augment the existing ERT teams who are currently serving dual roles.			

	<p>4) General Outreach staffing: As E6 currently funds approximately 30 FTEs at \$1,550,000 across 8 SPAs, we request that this funding remain in place for future FYs. This funding will also support LAHSA's ERT in the following areas: 1) the addition of 8 ERT teams (1 in each SPA) to support and augment the MDTs and other outreach teams (FY 17-18 is prorated to 10 months; reduced to 7 teams in FY '19-'20); 2) Nine ERT Teams to work with local law enforcement Countywide (reduced to 8 teams in FY '19-'20; and, 3) the transition of 10 County-based short-term AmeriCorp LAHSA outreach team members into full-time ERT staff.</p> <p>5) Expansion of Sheriff's Department Homeless Services Team: The Sheriff's Department recognizes the need to provide a high level of public safety related outreach services to the Homeless population, particularly for encampments and severely impacted areas. An expanded Homeless Services Team will be able to collaborate with other County Departments, contracted service providers, and community-based organizations to assist the homeless population. This approach is consistent with the newly adopted Homeless Policy and the First Responder Homeless Training recently implemented within the Sheriff's Department.</p>
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18</p> <p><u>Request:</u> No dollars needed for Dispatch and Tracking Technology Web-based Infrastructure start up.</p> <p><u>Justification:</u> Existing E6 dollars will be used to cover this need. We estimate that operational costs will be approximately \$200,000.</p> <p><u>Request:</u> 17 SPA level Outreach Coordinators in 8 SPAs totaling \$ \$1,390,000 (5 additional from FY 16-17); 1 Macro-level LAHSA Coordinator totaling \$87,500</p> <p><u>Justification:</u> The expanded funding will also ensure that all SPAs have at least two Coordinators. Moreover, as the E6 design factored in two Macro LAHSA Coordinators, expanded funding will allow for expanded capacity to oversee the entire County and the expanded need to develop capacity and support coordination.</p> <p><u>Request:</u> 25 Multi-disciplinary teams in 8 SPAs totaling \$11,495,990 (9 additional from FY 16-17); 5 additional LAHSA ERT staff attached to C3 totaling \$375,000</p> <p><u>Justification:</u> As three-fourths of our homeless population is street-based, we will require more robust outreach capacity that can serve those experiencing homelessness literally where they're at. By expanding our MDTs to cover more of our street-based homeless, we will be able to provide health, mental health, substance abuse services and housing navigation linkages to a far greater number of our homeless neighbors. The MDT infrastructure that is currently being built will allow for swift MDT growth across all SPAs in FY 17-18. The additional 9 teams will be hired halfway through the FY. Further, as the five LAHSA's ERT teams currently embedded in Skid Row and Venice's C3 teams are not available to support the broader C3 team during client transport and other competing projects, adding 5 additional team members to each region will help bridge this gap.</p> <p><u>Request:</u> Approximately 30 FTEs of generalist community-based organization (CBO) outreach staffing in 8 SPAs totaling \$1,550,000; 16 additional LAHSA ERT staff (8 teams; 1 per SPA) totaling \$1,095,360; 18 ERT staff to work with law enforcement Countywide (9 teams) totaling \$1,527,091.</p> <p><u>Justification:</u> This funding for CBOs would remain in place at current FY 16-17 levels to support generalist Outreach funding gaps; LAHSA ERT staff in each SPA will allow for both continued service provision as well as allow for greater geographic coverage, add value in providing transport and document collection, support the ability to quickly deploy teams in emergencies and other high-need areas, and augment the response to the County encampment protocol requests.</p> <p><u>Request:</u> Expansion of the Sheriff's Department Homeless Services Team to include 1) 1 Lieutenant (\$173,340), 1 Sergeant (\$145,869), and 6 Deputies (\$115,762 each) totaling \$1,013,781</p> <p><u>Justification:</u> Currently, the Sheriff's Homeless Service Team consists of only two deputies. A lieutenant and sergeant oversee the team as collateral duties with many other responsibilities. The LASD Homeless Services Team receives many requests for assistance regarding the growing number of homeless encampments within Los Angeles County. The Homeless Services Team has been assigned as the primary law enforcement lead in multiple task forces relating to homelessness. Due to the lack of</p>

resources, there have been significant challenges regarding follow up on many homeless encampments including the lack of follow up after a homeless encampment clean-up.

FY 17-18

FY 17-18 Request for Funding	Number of Staff/Teams	Funding Amount
211	N/A	\$0
Outreach Coordinators LAHSA Coordinator Regional CES Outreach Coordinators	1 staff 17 staff	\$87,500 \$1,390,000
Generalist Outreach Teams LAHSA Community Organizations LAHSA ERT to work with law enforcement Countywide	8 teams of 2 30 staff 9 teams of 2	\$1,095,360 \$1,550,000 \$1,527,091
Multi-disciplinary Teams	25 teams of approximately 6 staff	\$11,495,990
LAHSA C3	5 staff	\$375,000
Sheriff's Department Homeless Services Team	8 staff	\$1,013,781
Subtotal		\$ 18,534,722
Additional Funding Available		
Total Requested		\$19,000,000

FY 18-19

FY 18-19 Request for Funding	Number of Staff/Teams	Funding Amount
211	N/A	\$180,000
Outreach Coordinators LAHSA Coordinator Regional CES Outreach Coordinators	1 staff 17 staff	\$87,500 \$1,390,000
Generalist Outreach Teams LAHSA Community Organizations LAHSA ERT to work with law enforcement Countywide Americorps ERT	8 teams of 2 30 staff 9 teams of 2 10 staff	\$1,304,000 \$1,550,000 \$1,527,091 \$312,174
Multi-disciplinary Teams	36 teams of approximately 6 staff (partial funding for ramp up)	\$17,103,790
LAHSA C3	5 staff	\$375,000
Sheriff's Department Homeless Services Team	8 staff	\$1,013,781
Subtotal		\$24,843,336
Additional Funding Available		
Total Requested		\$27,000,000

	FY 19-20		
	FY 18-19 Request for Funding	Number of Staff/Teams	Funding Amount
	211	N/A	\$180,000
	Outreach Coordinators		
	LAHSA Coordinators	1 staff	\$87,500
	Regional CES Outreach Coordinators	17 staff	\$1,390,000
	Generalist Outreach Teams		
	LAHSA	7 teams of 2	\$1,154,000
	Community Organizations	30 staff	\$1,550,000
	LAHSA ERT to work with law enforcement Countywide	8 teams of 2	\$1,355,989
	Americorps ERT	10 staff	\$312,174
	Multi-disciplinary Teams	36 teams of approximately 6 staff	\$20,188,080
	Sheriff's Department Homeless Services Team	6 staff	\$782,257
	Subtotal		\$27,000,000
	Additional Funding Available		
	Total Requested		\$27,000,000
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: FY 18-19: FY 19-20: As coordinated countywide outreach is a new program, clients served in FY 17-18 will be used to establish a baseline for FY 18-19 and 19-20.		
7.	What will be the impact if projected funding need is not met? Without expanded funding, there will not be the funds available to operate the call center hotline beyond FY 16-17. Further, SPAs with only one outreach coordinator will be challenged to balance the myriad of outreach coordination tasks and responding to an increasing volume of outreach requests via the hotline. Without more comprehensive outreach teams, we will not be able to serve the significant number of unsheltered individuals experiencing homelessness.		
8.	If requested level of funding is provided, what will be done? With the requested funding, LAHSA, the Health Agency, and others will plan and implement an integrated deployment system alongside its HMIS and call center providers. It will also expand funding for additional Outreach Teams and Coordinators.		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? None identified.		

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$26,000,000	\$35,500,000	\$35,500,000
CREATE A COORDINATED SYSTEM				
E7 - Strengthen the Coordinated Entry System				
1.	Date Strategy was/will be implemented and began/will begin providing services:	Date Implemented: October 1, 2016 Service Start Date: 07/01/17		
2.	How many individuals have been served under this strategy since Implementation?	N/A		
3.	What is the cost per client since implementation?	N/A		
4.	<div>Reason for Funding Request (please check only one):</div> <div><div><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</div><div><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</div><div><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</div><div><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described below.</div></div> <div>Please explain need:</div> <div>Regional Coordination (RC) for Single Adults, Families and Youth<ul style="list-style-type: none">Funding is needed to provide each SPA with a regional coordinator and matcher to serve each population.Each SPA would provide support to the regional CES community in areas of quality assurance /subcontractor support and data/outcome support. Regional Coordination for all populations will support people being served through the homeless services system.</div> <div>Regional Liaisons for Domestic Violence (DV) / Intimate Partner Violence (IPV)<ul style="list-style-type: none">Funding is needed to provide each SPA with a regional liaison to coordinate and link homeless service providers and the DV/IPV system, and one centralized coordinator that would provide guidance and support to DV/IPV regional liaisons.Regional Coordination for DV/IPV would benefit a portion of people who are entering the homeless system, fleeing DV/IPV and are interested in accessing DV/IPV services. The inverse benefit would be made possible to participants in DV/IPV programs who would benefit from homeless system resources.</div> <div>Housing Navigators<ul style="list-style-type: none">Based on the homeless inventory count, the average turnover of units and projected new resources for housing, there are an estimated 6,375 people per year who are navigating the Permanent Supportive Housing process. Funding is needed for Housing Navigators who will address client needs during the housing process while assisting in creating linkages for any long-term needs including: Completing needs assessment; creating an individualized housing plan; coordinating and monitoring the delivery of case management; providing referral and linkage to mainstream and housing resources; providing counseling and crisis intervention, and limited housing stabilization services when they are not available through permanent housing resources.Housing navigation support would be provided to households who are newly experiencing homelessness and could resolve their housing crisis with services and no financial assistance, potentially serving 2,125 people per year.Thorough housing navigation services would reduce the time it takes people to get through the housing process</div>			

to lease up and reduce the number of people who get lost in the process of making it from street to home. People with lived experience could receive training with an opportunity to be hired as Housing Navigators.

Housing Locators

- Housing locators are needed to develop relationships with property owners/managers and increase those landlords willing to rent to program participants. Through developing new relationships and maintaining established relationships, housing locators would be responsible for obtaining a total of at least 3,600 PSH and rapid rehousing placements each year.
- Housing locators would help improve the utilization rate of tenant- based vouchers as well as reduce the time it takes for participants to locate new housing and sign a lease.
- Funding for Housing Locators will be provided in each region based on need.

Training Academy / Training for Agencies

- The infusion of Measure H dollars will increase the work force needs in the county. Funds are needed to hire staff with expertise in multiple service interventions to develop a core curriculum and train staff being hired to support any of the County strategies. Cohorts of 25 participants would be offered a weeklong intensive training through the training academy with multiple cohorts being trained weekly. The training academy could train up to 2,500 people annually that have been hired or are looking to be hired within homeless services. The agency hired to provide training would also be responsible for developing online training modules that would be accessible to staff within homeless services.
- Funds are also needed to bring local and national experts to provide trainings to agencies on best practices for programs. It is important that agencies have access to trainings that are evidence-based as well as new promising practices, so that Los Angeles can provide high quality services.

Technical Assistance (TA) in capacity building for CES agencies

- Funds are needed to provide capacity building TA to existing and new CES lead agencies. TA will be provided in the following areas: Financial Management, Contract/Grant Management, working with partners and subcontractors, internal controls, communications and other areas.

Legal Services for persons experiencing homelessness

- Funds are needed to contract for legal services to be available in all SPAs. Legal services will assist participants in resolving legal barriers that impact obtaining housing, income, and employment. Legal services would provide for the following needs: reasonable accommodation requests, certification of service animals, assistance with Section 8 eligibility issues, credit restoration advocacy, minor immigration issues, criminal expungement, driver's license reinstatement, and assistance when needed for landlord advocacy during the lease up process.

Representative Payee services for persons experiencing homelessness

- People who are receiving SSI and SSDI are often mandated to have a representative payee. However, programs that offer representative payee services are limited and it can be challenging to find a trustworthy payee outside of those programs. Funding is needed to create a free representative payee program that persons experiencing homelessness or receiving services from a homeless assistance program can access.

Technology Investment

- Funding is needed to invest in technology to improve data collection and communication between agencies and systems. Two areas identified for investment are:
 - wireless tablets for outreach teams with internet connection for live time data entry
 - computers with encryption technology to ensure data safety and security

	<p>Access Centers</p> <ul style="list-style-type: none"> Funding is needed to increase the physical locations where people experiencing street homelessness can access basic services, while getting connected with CES and progressing towards permanent housing goals.
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18</p> <ul style="list-style-type: none"> \$6,848,000– Regional Coordination (RC) for Single Adults, Families and Youth - provide each SPA with a regional coordinator, matcher, quality assurance/subcontractor support and data/outcome support. (Includes 2% COLA for costs and staffing) \$695,000 – Regional Liaisons for Domestic Violence (DV) / Intimate Partner Violence (IPV) - Funding recommendation reflects a $\frac{3}{4}$ year operation. \$8,691,000 – Housing Navigators - hire approximately 124 housing navigators throughout the county. Funding recommendation reflects a $\frac{3}{4}$ year operation. \$2,250,000 – Housing Locators - hire 30 housing locators. Funding recommendation reflects a $\frac{3}{4}$ year operation. \$900,000 – Training Academy and Training for Agencies - hire staff to develop a core curriculum and training. Training Academy is to support newly -hired employees into homeless services. Training for agencies will include specialized training to support service enhancements such as outreach, shelter, rapid rehousing, critical time intervention, trauma-informed care, etc. Training Academy's cost is prorated for $\frac{3}{4}$ year operation. \$2,500,000 – Technical Assistance to agencies in the following areas: Financial Management, Contract/Grant Management, working with partners and subcontractors, internal controls, communications and additional capacity building areas. \$1,500,000 – Legal Services for those experiencing homelessness - contract legal services to be available in all SPAs. As funding request reflects a $\frac{1}{2}$ year operation, 625 people will be served. 1250 people will be served in the following fiscal year. \$720,000 – Representative Payee services for persons experiencing homelessness. Funding would serve 1,200 people. Funding recommendation reflects a $\frac{1}{2}$ year operation. \$600,000 – Technology Investment – purchase tablets for outreach teams and encryption technology to share data confidentially \$1,296,000 – Access Centers - includes full year of funding for three sites and $\frac{1}{2}$ year operation for an additional three sites. <p>FY 18-19</p> <p><i>This year includes a 2% increase for cost of living adjustments</i></p> <ul style="list-style-type: none"> \$8,005,000 – Regional Coordination for Single Adults, Families and Youth - provide each SPA with a regional coordinator, matcher, quality assurance/subcontractor support and data/outcome support. \$946,000 – Regional Liaisons for Domestic Violence (DV) / Intimate Partner Violence (IPV) – one for each SPA \$12,240,000 – Housing Navigators - support ongoing salaries of 124 housing navigators throughout the county \$3,060,000 – Housing Locators – support ongoing salaries for 30 housing locators \$1,249,000 – Training Academy / Training for Agencies - continue trainings. Up to 2,500 people trained annually. \$3,000,000 – Technical Assistance – continue capacity building assistance \$3,060,000 – Legal Services for those experiencing homelessness – continue to provide legal services in each SPA \$1,468,000 – Representative Payee services for persons experiencing homelessness – continue services \$600,000 – Technology Investment – expand technology enhancements to more service providers \$1,872,000 – Access Centers – continue to fund access centers in the county

	<p>FY 19-20 <i>This year includes a 2% increase for cost of living adjustments.</i></p> <ul style="list-style-type: none"> • \$8,165,100 – Regional Coordination for Single Adults, Families and Youth - provide each SPA with a regional coordinator, matcher, quality assurance/subcontractor support and data/outcome support. • \$965,000 – Regional Liaisons for Domestic Violence (DV) / Intimate Partner Violence (IPV) – one for each SPA • \$12,484,800 – Housing Navigators - support ongoing salaries of 124 housing navigators throughout the county • \$3,121,000 – Housing Locators – support ongoing salaries for 30 housing locators • \$1,285,340 – Training Academy / Training for Agencies - continue trainings. Up to 2,500 people trained annually. • \$2,700,000 – Technical Assistance – continue capacity building assistance • \$3,121,000 – Legal Services for those experiencing homelessness – continue to provide legal services in each SPA • \$1,497,360 – Representative Payee services for persons experiencing homelessness – continue services • \$250,000 – Technology Investment – expand technology enhancements to more service providers • \$1,910,000 – Access Centers – continue to fund access centers in the county
6.	<p>Explain projected number of clients per FY that will be served if projected funding is provided? There will be some overlap between participants served by Housing Navigators, Housing Locators, Legal Services and Representative Payees. Below is an estimate of unduplicated persons served. There is anticipation that the first year could have a ramp up period, and programs would create efficiencies and effectiveness thus increasing the number of participants that would be served each year over the first 3 years of operation. FY 17-18: 8,000 FY 18-19: 10,000 FY 19-20: 11,000</p>
7.	<p>What will be the impact if projected funding need is not met? If projected funding is not met there will be an impact in multiple areas.</p> <ul style="list-style-type: none"> • Average time from enrollment to housing placement will continue to be high, and could potentially continue to increase as it has done over the past several years. • The percentage of participants enrolled in PSH and rapid rehousing programs will continue to have lower lease up / exits to permanent housing. Over the past several years, programs serving people experiencing homelessness have seen a decrease of enrolled participants making it to lease up. This could potentially continue to decline without additional support. • With additional funds, new staff will be needed within the homeless services system. New funding could result in a potential need for 3,000 new staff, not including turnover. Without being able to provide thorough ongoing training and development of new potential staff, it will be difficult for programs to hire staff that can meet the needs of program participants. It will also impact programs' ability to meet program outcomes and use funds effectively. Not having adequately trained staff in a timely manner could have far ranging impacts on this initiative. • Many agencies have experienced exponential growth over the past 5 years, which strained their existing systems and processes. Without capacity assistance for agencies, there is increased risk at many different levels for agencies, ranging from fiscal management to program management, which will impact the direct services provided. • People experiencing homelessness will continue to have limited access to services that can address legal issues that create barriers for them successfully obtaining and maintaining permanent housing. • Los Angeles will continue to have a limited number of programs that provide representative payee services. For those who are mandated to have a representative payee, many will continue to enter relationships with family and community members that do not fully meet their needs. Not having adequate payee services exacerbates issues around housing retention.
8.	<p>If requested level of funding is provided, what will be done?</p> <ul style="list-style-type: none"> • Where possible, funds will be added to existing contracts. New service types will be procured through a competitive process.
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? NO</p>

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$56,000,000	\$69,885,112	\$82,692,976
CREATE A COORDINATED SYSTEM				
E8 – Enhance the Emergency Shelter System				
1.	Date Strategy was/will be implemented and began/will begin providing services		Date Implemented: October 1, 2016	
2.	How many individuals have been served under this strategy since Implementation?		402 individuals	
3.	What is the cost per client since implementation?		\$528 / client	
4.	<div>Reason for Funding Request (please check only one):<div><div><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</div><div><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</div><div><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</div><div><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described below.</div></div><div>Please explain need: LAHSA used one-time E8 funds to provide <u>housing navigation services to the single and youth shelter system</u>. There remain significant gaps in shelter availability, services, and access. LAHSA, DHS, and DMH request additional funds to expand and further enhance the shelter system.</div><div>LAHSA request: <u>Increased quality of services:</u><ul style="list-style-type: none">Raise the bed rate for single and youth bridge housing beds A higher bed rate per night would allow for higher quality services within the shelters resulting in better outcomes. This assumes some funding from the city and county for existing beds for the next three years. The projected number served estimates a 30% turnover rate per month.<u>Increased services:</u><ul style="list-style-type: none">Additional youth shelter beds throughout the county These funds would add youth beds to the shelter system and would ramp up each year, giving providers time to locate and renovate shelter facilities. Transitional age youth are an especially vulnerable population who have unique needs. They have better outcomes when accessing services separate from the general homeless population.Additional single adult shelter beds throughout the county LAHSA's Gaps Analysis demonstrates a significant lack of adult shelter beds in the county. These funds would add a portion of the single adult shelter beds needed.Additional family beds/units (could be achieved through motel vouchers) throughout the county Currently, there are not enough family shelter beds to meet the need, so many agencies use motel vouchers to house families while working to find them permanent housing placements. The amount of motel vouchers utilized is one way to capture shelter need in the county. In FY 15/16, 700 families used motel vouchers through LAHSA programs. It is a local priority to ensure that families with minor children have access to shelter and addressing this need will be prioritized when soliciting new shelter beds.Capital funds for acquisition or rehab of new shelter facilities There is a need for additional shelter facilities to utilize increased shelter funds. Service providers could use capital funds for acquisition or rehabilitation of buildings for conversion to shelter facilities.</div></div>			

	<ul style="list-style-type: none"> Bed Availability System A Beta version of a "Bed Availability" system is created and being piloted with the HOPE Teams (LAPD and ERT). LAHSA is currently migrating to a new Homeless Management Information System (HMIS) vendor and will need to re-create this functionality in the new system. This system displays available shelter beds in the county to ease referral processes. It will need to be expanded to be a more integrated web application that may be hosted via LAHSA or as a mobile app. Other expanded features may include user interface improvements, HMIS integration to show clients' last contact with a service provider or program, notification features, and messaging. <p>DHS and DMH request: Interim housing is intended to serve clients with complex health and/or behavioral health conditions who need a higher level of support services than is available in most shelter settings. Interim housing includes stabilization housing (with onsite intensive case management services) and recuperative care (with onsite intensive case management services and health care oversight). Some interim housing programs provide enhanced onsite mental health services.</p> <p>Through Homeless Initiative Strategies B7 and E8, DHS and DMH are proposing to add 500 interim housing beds in FY 17/18 and 400 additional beds in FY18/19 for a total of 900 interim housing beds. Fifty percent (50%) of the interim housing beds (450 of the 900 total) will serve clients exiting institutions such as hospitals (including non-DHS, private hospitals), residential mental health facilities, urgent care centers, and custody settings (Strategy B7) and 50% of the beds (450 of the 900 total) will serve clients from other locations including referrals from Strategy E6 multidisciplinary outreach teams, other outreach teams, and homeless services providers (Strategy E8).</p>
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 <u>LAHSA</u> \$24,503,977 – Continue funding for 1,669 shelter beds & raise bed rate for 1,549 existing shelter beds \$15,715,017 – Add 825 LAHSA beds to the shelter system \$662,256 – Continue funding for 17 Domestic Violence Transitional Housing units \$100,000 – Development and implementation of shelter bed availability system \$10,000,000 – Capital costs to support new shelter beds (roll over for unused funds)</p> <p><u>DHS/DMH</u> \$5,018,750 – Add 31-32 DHS/DMH recuperative care and 31-32 stabilization beds every three months to total 250 beds.</p> <p>FY 18-19 <u>LAHSA</u> \$46,103,466 – Continue funding for 2,494 shelter beds \$9,046,890 – Add 600 LAHSA beds to the shelter system \$662,256 – Continue funding 17 Domestic Violence transitional housing beds \$20,000 – Maintenance of Shelter Bed Availability System</p> <p><u>DHS/DMH</u> \$14,052,500 – Continue funding 250 recuperative care and stabilization beds. Add 200 more.</p> <p>FY 19-20 <u>LAHSA</u> \$59,329,306 – Continue funding for 3,094 shelter beds \$4,613,914 – Add 300 LAHSA beds to the shelter system \$662,256 – Continue funding 17 Domestic Violence transitional housing beds \$20,000 – Maintenance of Shelter Bed Availability System</p> <p><u>DHS/DMH</u> \$18,067,500 – Continue funding 450 DHS/DMH recuperative care and stabilization beds.</p>

Summary of Units			
	FY17-18	FY18-19	FY19-20
Continuation & Enhancement of Units	1,669	2,744	3,544
Youth	137	287	587
Families	103	478	478
Single Adults	1,412	1,712	2,012
DV TH	17	17	17
DHS/DMH (single adults)	-	250	450
New Units	1,075	800	300
Youth	150	300	100
Families	375	-	-
Single Adults	300	300	200
DV TH	-	-	-
DHS/DMH (single adults)	250	200	
Total Units	2,744	3,544	3,844
Youth	287	587	687
Families	478	478	478
Single Adults	1,712	2,012	2,212
DV TH	17	17	17
DHS/DMH (single adults)	250	450	450
.			
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 8,215 FY 18-19: 10,615 FY 19-20: 11,515		
7.	What will be the impact if projected funding need is not met? Funding from E8 would provide beds and programs that serve more than 7,000 people the first year, more than 10,000 the second year, and more than 12,000 the third year. Without these funds, there will continue to be thousands more people experiencing homelessness without access to safe shelter and services.		
8.	If requested level of funding is provided, what will be done? If the requested level of funding is provided, thousands more people will access shelter and be connected to housing resources. New shelter beds will be created and the quality of services will increase.		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? No		

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$5,000,000	\$19,000,000	\$19,200,000
CREATE A COORDINATED SYSTEM				
E14 - Enhanced Services for Transition Age Youth (TAY)				
1.	Date Strategy was implemented and began providing services:	Date Implemented: August 2016 Services Start Date: October 2016		
2.	How many individuals have been served under this strategy since Implementation? <i>*Data Period: Sept. 7, 2016 – Mar. 1, 2017. **Most Crisis Housing is funded by other Strategies and funding sources.</i>	Regional Coordination (E14): <ul style="list-style-type: none">Assessed = 1,715*Housed = 417 Rapid Rehousing for TAY (B3) = 82 Housing Navigation (E14) = 57 Crisis Housing in SPA 3 (E14**) = 5		
3.	What is the average cost per client since implementation***? <i>***Calculations are based on first four months of implementation. ****Average cost is not available because youth moved into a range of short and long term housing resources, as well as family reunification, and the cost of each intervention varies.</i>	Regional Coordination (E14): <ul style="list-style-type: none">Assessed = \$111Housed = Depends on the Specific Housing Resource**** Rapid Rehousing for TAY (B3) = \$6,261 Housing Navigation (E14) = \$2,600 Crisis Housing in SPA 3 (E14) = \$4,380		
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: Background According to 2016 Youth Count data, at least 3,540 young people up to age 24 experience homelessness on any given night in the Los Angeles (LA) Continuum of Care (CoC). The Youth Count represents a snapshot of a larger annual need. To meet this need, there are only 1,114 beds and units which exist across shelter, transitional housing, and permanent supportive housing (PSH) specifically targeting young people experiencing homelessness and housing instability, according to 2016 Housing Inventory Count (HIC) data. Of those resources, there were 209 shelter beds, 560 transitional housing beds, and 299 permanent supportive housing units specifically for young people experiencing homelessness. Furthermore, approximately half of the transitional housing beds can only serve former foster youth experiencing homelessness, and the PSH units are consistently filled. As it relates to Measure H, Strategy E14 directs the Los Angeles Homeless Services Authority (LAHSA) and the Chief Executive Office (CEO) Homeless Initiative to Enhance Services for TAY by: 1) Supporting the expansion of the Coordinated Entry System for Youth (Youth CES); and 2) Expanding programs providing housing navigation, access/drop-in centers, shelter, aftercare, case management, and transitional housing for youth. Enhancing services for TAY (youth and young adults, ages 16-24) experiencing homelessness and housing instability requires a multi-pronged approach to build resource capacity and develop a coordinated community response that leverages new, as well as, existing resources to ensure experiences of youth homelessness become rare, brief and non-reoccurring. To that end, the Coordinated Entry System for Youth (Youth CES) provides a foundation to: 1) provide safety and support to youth in crisis; 2) move youth off the street as quickly as possible; and 3) prevent homeless youth from becoming chronically homeless adults. Youth CES recognizes that while housing is a platform for stability, developmentally appropriate support services that meet the educational, employment, permanent connections, and overall health of young people experiencing homelessness are critical to preventing future homelessness and creating sustainable pathways out of poverty.			

Linkages to Other Strategies

- While Youth CES lead agencies have been funded in all eight SPAs for Regional Coordination, not all agencies were funded at the level requested, due to limited funding available. An expansion of Regional Coordination is included in the request under Strategy E7 – Strengthening CES.
- An expansion of housing navigation is included in the request under Strategy E7. This could also allow for the hiring of Peer Navigators in each Service Planning Area (SPA).
- An expansion of shelter is included in the request under Strategy E8 – Enhance the Emergency Shelter System.
- Additional dedicated bridge housing beds for young people exiting institutions, including foster care and probation, are included in the proposal for Strategy B7.
- An expansion of Rapid Rehousing for youth and young adults, including college students experiencing homelessness, is included in the request under Strategy B3 – Partner with Cities to Expand Rapid Rehousing.
- Creating prevention resources for individuals, including TAY, are proposed in Strategy A5.
- Increased funding across housing models would also allow for programs that could serve diverse young people with special needs, including unaccompanied minors, Lesbian, Gay, Bisexual, Transgender, or Questioning (LGBTQ) youth, pregnant and parenting youth, youth fleeing commercial or sexual exploitation, former foster youth, justice involved youth, etc.

Building on the Gains – What is needed?

This proposal focuses on the enhancement and expansion of the following programs/resources:

1. Youth Collaboration;
2. Transitional Housing Models for Youth;
3. SPA Level CES Homeless Liaisons at the Los Angeles County Office of Education (LACOE);
4. Family Reconnection Models; and
5. Access/Drop-In Center Enhancements

Youth Collaboration

- The Youth Advisory for the LA CoC is a dedicated space to collaborate with young people with lived experience to have a consistent and active part in the development, implementation, and evaluation of the youth homeless services delivery system and programs that serve them.
- Costs would include youth stipends for 26 youth across LA County to meet monthly, trainings, capacity building activities, and meeting costs to support consistent participation and professional development. Programmatic costs = \$42,000.
- Stipends help ensure young people are compensated for their time and input. Stipends would be provided to each youth advisory member at a rate of \$25 per meeting throughout the year = \$9,300.
- Total annual budget request = \$51,300.

Transitional Housing Models for Youth

- Transitional housing (TH) models for young people experiencing homelessness provide safe housing with support services to identify permanent housing resources while moving forward on developmentally appropriate and critical milestones, such as a high school diploma, vocational training certification, etc. Transitional housing models are essential for youth who are unable to sign a lease and/or are have special needs (i.e., unaccompanied minors, youth fleeing commercial or sexual exploitation (CSEC), pregnant and parenting youth, LGBTQ youth, etc.).
- Housing models for special populations often require 24-hour staffing and a high level of support services, which add to the average cost of transitional housing programs. Local funding could allow for more flexible program designs to meet the diverse needs of young people experiencing homelessness and could include host homes and Foyer model sites. For example, TH models for unaccompanied minors could allow the young person to stay until school is completed, to prevent disruptions in school, where current programs are limited by age and/or length of stay, often limiting program stay to two years.

	<ul style="list-style-type: none"> Transitional housing models are currently highly leveraged programs in order to provide an array of support services. Funding opportunities for transitional housing are highly competitive and have different cycles for accepting proposals. Adding new beds would require most new TH models to be created primarily through this funding source. LAHSA analyzed both current contract data and solicited data from agencies operating TH models in the community to estimate an average cost of a TH bed that assumes limited leveraging. The funding request utilizes a date of \$78 per bed and considers a ramp-up period in year one. <p>SPA Level CES Homeless Liaisons at the LA County Office of Education</p> <ul style="list-style-type: none"> The instability of homelessness can disrupt the educational attainment and long-term success of children, youth and young adults. All local education agencies (LEA's) are mandated by the Dept. of Education to identify a McKinney-Vento Liaison, also known as a Homeless Liaison. The designated homeless liaison is charged with identifying homeless youth and connecting them to resources that support their academic achievement. Because the role of the Homeless Liaisons is mandated but not funded, the liaison often serves additional roles within their LEA, such as Director of Student Services, foster youth liaison, and in very small districts – even the Superintendent. As a result, the support available to homeless students and their families to help navigate and advocate for needed school and community resources has been limited and uneven. As of June 2016, 62,931 homeless students were identified in LEAs across the county. These are youth ages 0-22 who have touched a K-12 school system in some manner via the federal McKinney-Vento Homeless Education definition. LA County is home to 80 different school district and 270+ charter schools. Funding SPA Level CES Homeless Liaisons would provide the infrastructure needed to coordinate resources and supports with the LA County Office of Education with the resources that exist through Family and Youth CES sites, LEAs, community partners and local post-secondary entities. <p>Family Reconnection Models</p> <ul style="list-style-type: none"> Youth CES Dashboard data as of March 1, 2017 indicate that 100 young people (6%) moved off the street by moving in with family. However, family reconnection supports are not currently funded through the CoC, which leaves the young person and their family member(s) without any targeted supports to ensure the housing placement sticks. In fact, a number of those youth have re-entered shelter since their reunification with family. Providing reconnection services to families entails: <ul style="list-style-type: none"> i. Implementing a model that searches for and identifies extended family members and engages those family members to work towards ensuring that youth are connected to their family; ii. Facilitating the emotional connections between youth and their family members; iii. Intervening with youth to help them develop relational competencies and the skills needed to develop and maintain relationships; and iv. Utilizing professionals to provide services to youth and their families to help them navigate conflict and challenges that may render a youth homeless or prevent reunification. <p>Access / Drop-In Center Enhancements</p> <ul style="list-style-type: none"> Access and Drop-In Centers are hubs of support services that connect young people experiencing homelessness to an array of supports. Most SPAs have at least one drop-in center that specifically serves young people experiencing homelessness. However, access and drop-in centers that serve young people in the areas of employment or mental health services also serve young people experiencing homelessness and housing instability. Funding to enhance currently existing access and drop-in centers will increase the access points for Youth CES that are already providing an array of other supports for youth.
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>FY 17-18 \$51,300 - Youth Collaboration</p>

	<p>\$3,390,936 - Transitional Housing Models for Youth \$400,000 - SPA Level Homeless Liaisons at LACOE \$941,764 - Family Reconnection Models \$216,000 - Access/Drop-In Center Enhancements Methodology for above component costs detailed in descriptions above.</p> <p>FY 18-19 \$51,300 - Youth Collaboration \$15,999,727 - Transitional Housing Models for Youth \$800,000 - SPA Level Homeless Liaisons at LACOE \$1,932,973 - Family Reconnection Models \$216,000 - Access/Drop-In Center Enhancements Methodology for above component costs detailed in descriptions above.</p> <p>FY 19-20 \$51,300 - Youth Collaboration \$16,199,727 - Transitional Housing Models for Youth \$800,000 - SPA Level Homeless Liaisons at LACOE \$1,932,973 - Family Reconnection Models \$216,000 - Access/Drop-In Center Enhancements Methodology for above component costs detailed in descriptions above.</p>											
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <table><tr><td></td><td>FY 17-18:</td><td>FY 18-19:</td><td>FY 19-20:</td></tr><tr><td>TOTAL</td><td>392</td><td>785</td><td>785</td></tr></table> <p>Notes:</p> <ul style="list-style-type: none">Youth Collaboration does not have a caseload of clients. SPA Level Homeless Liaisons at LACOE would be coordinating educational resources with the SPA and LACOE. The focus would be on system navigation and coordination of resources, and may not involve a caseload of clients.					FY 17-18:	FY 18-19:	FY 19-20:	TOTAL	392	785	785
	FY 17-18:	FY 18-19:	FY 19-20:									
TOTAL	392	785	785									
7.	<p>What will be the impact if projected funding need is not met?</p> <p>Funding for youth experiencing homelessness has never been close to meeting the needs of youth on the streets. For example, in the June 2016 RFP to fund CES for single adults and youth experiencing homelessness, approximately 8% of the \$33 Million funding went to youth specific resources. While single adults experiencing homelessness far outnumber youth experiencing homelessness, the number of youth experiencing homelessness is manageable such that a functional zero can be achieved by 2020 if resources could be scaled up to meet the need.</p>											
8.	<p>If requested level of funding is provided, what will be done?</p> <ol style="list-style-type: none">Youth Collaboration – LAHSA has established a youth advisory. If funded, activities could begin immediately.Transitional Housing Models for Youth – This would require an RFP for new projects.CES Homeless Liaisons at the LA County Office of Education – The scope of work would be developed in partnership with LACOE. LACOE would recruit and hire these positions.Family Reconnection Models – This would require an RFP.Access / Drop-In Center Enhancements – This would require an RFP.											
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>Other communities have found the development of a Coordinated Community to Plan to End Youth Homelessness has been helpful to inform and refine ongoing programs, resources, and the overall system. LAHSA is committed to completing such a plan in parallel to bringing solutions to scale. If the requested level of funding were provided, funded resources would inform the plan and vice versa, as current data is already highlighting clear gaps that require immediate action. A plan to prevent and end youth homelessness would build on the gains and solidify a coordinated, cross-system framework with benchmarks to ensure that experiences of youth homelessness become rare, brief, and non-reoccurring.</p>											

RECOMMENDED FUNDING				
Focus Area / Strategy		FY 2017-18	FY 2018-19	FY 2019-20
		\$15,000,000	\$15,000,000	\$20,000,000
INCREASE AFFORDABLE/HOMELESS HOUSING				
F7 – Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families and Individuals				
1.	Date Strategy is targeted for implementation	Target Implementation Date: September 2017		
2.	How many units are projected to be preserved/developed under this strategy?	Depending on the overall size of the project, approx. 828 units over 3 years.		
3.	What is the projected cost per housing unit upon implementation?	In the current financing environment, the total development cost is estimated to be \$400,000 per housing unit. Based on the CDC's most recent NOFAs, County funds provide approximately \$50,000 of leveraging per unit for all affordable housing developments funded.		
4.	<p>Please describe the proposed strategy: This strategy proposes to promote the development and preservation of affordable housing for homeless families and individuals by investing in the following two programs:</p> <p><u>Homeless Housing Development and Preservation</u> Funds for this program will be provided to the Community Development Commission (CDC) to finance the development and preservation of homeless housing through CDC's Notice of Funding Availability (NOFA) process. The funding provided for this program is intended to support the development and preservation of homeless housing in areas of the county where there is an urgent need. Certain elements of the program specific to this funding source, such as population targeting, geographic preferences, and local jurisdiction participation, will be developed by the CDC, with guidance from LAHSA's Housing Gap Analysis and stakeholder feedback.</p> <p>The projected number of housing units reflected in this request is based on current funding practices and would be impacted by the need for revised project subsidy requirements in response to any reduced availability of future tax credit financing.</p> <p><u>Housing Innovation Program</u> \$5 million in one-time funding is proposed for a Housing Innovation Fund (HIF) for the development of homeless housing in a cost-effective and expeditious manner. These projects will fall outside of the eligibility criteria of the NOFA. Implementation of the program will be subject to stakeholder feedback and will be administered by the CEO, who proposes to contract with a third-party firm to run the program. Funds not expended in the initial fiscal year will roll-over until exhausted.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentation as needed to support your request):</p> <p>For FY 17-18, \$10 million is proposed to fund the development and preservation of homeless housing through the CDC's NOFA. An additional \$5 million is proposed to fund the Housing Innovation Fund administered through the CEO. The Housing Innovation Fund is a one-time request and funds not expended during this fiscal year will roll-over until exhausted.</p> <p>For FY 18-19, \$15 million is proposed to fund the development and preservation of homeless housing through the CDC's NOFA.</p> <p>For FY 19-20, \$20 million is proposed to fund the development and preservation of homeless housing through the CDC's NOFA.</p>			
6.	<p>Please explain projected number of housing units per FY that will be preserved/developed if projected funding is provided? FY 17-18: 184 FY 18-19: 276 FY 19-20: 368</p> <p>The projected number of housing units per FY is derived after deducting 8% in administrative fees from the allocation, then dividing that cost by the approximate leveraged amount of \$50,000 per unit. Example: \$10,000,000 - \$800,000 = \$9,200,000; \$9,200,000/\$50,000 = 184</p> <p>The funding request for FY 17-18 includes \$5,000,000 in one-time funding for a proposed Housing Innovation Fund that is not calculated in the projected number of housing units.</p>			

**DEPARTMENTS/AGENCIES ADMINISTERING FUNDING
FOR MEASURE H – ELIGIBLE STRATEGIES**

Focus Area / Strategy		Departments/Agencies
A. PREVENT HOMELESSNESS		
A1	Homeless Prevention Program for Families	LAHSA
A5	Homeless Prevention Program for Individuals	LAHSA
B. SUBSIDIZE HOUSING		
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	DPSS
B3	Partner with Cities to Expand Rapid Re-Housing	DHS LAHSA
B4	Facilitate Utilization of Federal Housing Subsidies	HACoLA
B6	Family Reunification Housing Subsidies	DCFS
B7	Interim/Bridge Housing for those Exiting Institutions	DHS LAHSA DPH
C. INCREASE INCOME		
C2	Increase Employment for Homeless Adults by Supporting Social Enterprise	WDACS
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at risk of Homelessness	DHS
C5	Establish a Countywide Veteran's Benefits Advocacy Program for Veterans Experiencing Homelessness or at risk of Homelessness	
C6	Targeted SSI Advocacy for Inmates	
C7	Subsidized Employment for Homeless Adults	WDACS
D. PROVIDE CASE MANAGEMENT AND SERVICES		
D2	Jail In-Reach	DHS LASD
D4	Regional Integrated Re-Entry Network	DHS
D6	Criminal Record Clearing Project	PD
D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	DHS DMH DPH
E. CREATE A COORDINATED SYSTEM		
E6	Countywide Outreach System	DHS LAHSA LASD
E7	Strengthen the Coordinated Entry System (CES)	LAHSA
E8	Enhance the Emergency Shelter System	DHS LAHSA
E14	Enhanced Services for Transition Age Youth	LAHSA
F. INCREASE AFFORDABLE/HOMELESS HOUSING		
F7	Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families and Individuals	CDC
F7	Housing Innovation Fund (One-Time)	CEO

LAHSA: Los Angeles Homeless Services Authority
 DPSS: Department of Public Social Services
 DHS: Department of Health Services
 HACoLA: Housing Authority of the County of Los Angeles
 DCFS: Department of Children and Family Services
 DPH: Department of Public Health

DMH: Department of Mental Health
 WDACS: Workforce Development, Aging And Community Services
 LASD: Los Angeles County Sheriff's Department
 PD: Office of the Public Defender
 CDC: Community Development Commission
 CEO: Chief Executive Office

Strategy E6:
Expand Countywide Outreach System
Proposed Funding for
The Sheriff Department's
Homeless Services Outreach Team

Divergence Report



OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

JIM McDONNELL, SHERIFF



May 23, 2017

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

Dear Supervisors:

MEASURE H FUNDING FOR SHERIFF'S HOMELESS OUTREACH SERVICES TEAMS

Thank you for your strong leadership and vision to address the homeless crisis in Los Angeles County. Designated by your Board as one of the "Core Departments" in the Homeless Initiative, the Sheriff's Department has been a strong partner and fully supportive in developing key strategies and solutions detailed in the Homeless Initiative Plan.

Most of the efforts directly related to the Sheriff's Department are "cost neutral" since they involve changes in policy, procedures and training, centered on outreach, de-escalation of incidents, and referring homeless individuals to housing and rehabilitative services in lieu of arrest. The hard working men and women of the Sheriff's Department have embraced these changes, and have made a seamless transition as we work together to improve conditions. Homeless Initiative Director Phil Ansell and his entire team have done an outstanding job in advancing your vision to reality.

The purpose of this letter is to urge your Board to support funding for law enforcement homeless outreach. The proposal is listed under "*Strategy E6—Expanding Homeless Outreach.*" At a recent Measure H planning meeting, there was some negative public comments about using any Measure H funds for law enforcement. This seemingly had an impact on a small segment of the Measure H working group, which prevented a "consensus recommendation" for funding law

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enforcement outreach teams. However, it's important to note that 2/3 of the planning group still voted to support funding for law enforcement outreach teams, as well as additional support voiced during public comment.

When working with the Chief Executive Officer (CEO) to finalize funding priorities, please keep in mind the most vulnerable segment of the homeless population, such as "hidden homeless" suffering from severe mental illness, traumatic stress, and substance abuse, who are frequently the victims of domestic violence and human trafficking used for sex exploitation. Unfortunately, many of these distressed individuals and victims are hidden or in dangerous areas where law enforcement officers are the most appropriate people to effect the outreach. Even in the most extreme cases, rest assured we recognize our scope and purpose is to "rescue" and/or "assist" homeless individuals, and our goal is to refer the person in need to homeless service providers and recovery experts whenever possible.

In summary, the Sheriff's Department is seeking funding from Measure H to create a Sheriff's Homeless Outreach Services Team (HOST) consisting of six deputy sheriffs, one sergeant, and one lieutenant to ensure oversight and accountability to the outreach mission. Currently there are two deputies and one lieutenant designated to handle homeless related issues as a "collateral duty." An example of their great work was demonstrated during the recent "El Nino Storm events," where hundreds of homeless individuals were warned of the impending danger. Their efforts were widely covered by local news and special reports by major news networks such as CNN and Al-Jazeera. Additionally, we strongly recommend the same level of funding, approximately \$1.3 million annually, for independent police departments to create regional teams to address homeless issues at a local level. The total amount for law enforcement homeless outreach would represent less than one percent of Measure H revenue, and incentivize a consistent strategy by law enforcement Countywide, as delineated in the Board-led Homeless Initiative.

If you have any questions or require additional details of the proposal, please contact Chief James Hellmold at (213) 229-2101.

Sincerely,



JIM McDONNELL
SHERIFF

In Favor of Funding the Sheriff Department:

Prop H funding needs to be retained for the Sheriff's Department outreach proposal. To do anything else would be unfair and send the wrong message to law enforcement about their vital role in the fight against homelessness. For years, those in the provider community have asked the Sheriff's Department to be a partner in ensuring that responsible means are taken to address homeless people on the streets as well as in jail. Throughout the years, the Sheriff's Department has taken measures to identify and support those who are homeless yet in their jails. They have also spent time, energy and money to see how they could better serve and protect the homeless people on the street. This search has led them to request a modest amount of funding for a cohesive outreach team to support the provider community's efforts on the street as well as protect and further the interest of those people living on them. To argue that the Sheriff's Department already has a significant budget that should be used first before Prop H funds are utilized undermines the responsibility of all of us to support programs that truly go to the heart of our objective....ending homelessness. Many other departments have significant budgets which we are not asking to convert to Measure H services. Further, to say that the Sheriff's Department has not put effort and money for programming to support the homeless population and end homelessness is just not accurate. Rather, the Sheriff's Department has spent time, effort and money in their own programming and has now answered the call to further support the rest of the community who is engaged in this battle. To ask for their partnership and reject their hand when it's offered is not just wrong, it's damaging to our efforts in fighting homelessness. It is vital that the Board of Supervisors recognize the Sheriff in this regard and both commend and reward his team by supporting their request.

Jerry Neuman

Home for Good – Business Leaders Task Force

(Organization Listed for Identification Only)

Measure H Revenue Planning Process Work Group Member

Against Funding the Sheriff Department

The question before the County in Strategy E6 is whether the best use of limited Measure H outreach funding is to fund community and professional outreach workers or to fund law enforcement. While law enforcement has extensive interactions with homeless people and has an important part to play in a Countywide strategy to better address homelessness, for the following reasons, that role is not outreach.

1. Data, research, outreach professionals and people with lived experience say homelessness outreach is most effective when done by community and professional outreach workers.

Effective outreach builds trust to overcome years and sometimes decades of institutional interactions that have made it rational not to believe promises of permanent housing and services. To build that trust, effective outreach workers meet people where they are at, tolerating minor quality of life offenses for the greater goal of getting people off the street and into shelter, services and housing. The threat of arrest that is inherent in a uniform, badge and weapon is contradictory to building that trust.

People with lived experience explain that more often than not, they tell law enforcement what they want to hear so that the encounter will end quickly with as little negative impact as possible. Outwardly, they act compliant and welcoming but this is simply the fastest way to end the interaction. The interaction does not build trust that can lead to successful housing placements. If a homeless person commits a serious crime, we need law enforcement to arrest them and that arrest can, in certain contexts for certain people, be a spur to accept services. However, it is not effective as outreach.

2. Mixing law enforcement and outreach risks treating homeless people as criminals.

While some public comments have highlighted law enforcement's successful collaboration with community organizations to address sex trafficking or domestic violence, this is not analogous to homelessness. Sex trafficking and domestic violence are illegal acts. We depend on law enforcement to investigate and intervene to stop these illegal acts and arrest the perpetrators. In contrast, homelessness is not an illegal act. Homelessness is rooted in poverty, mental illness, substance abuse and other life crises. When we use law enforcement to address homelessness we risk dealing with it as a criminal issue rather than addressing the root causes.

We've made this mistake before. The Safer Cities Initiative was a law enforcement attempt to reduce homelessness that resulted in the LAPD issuing tens of thousands of citations and arresting thousands more, predominantly for minor violations, that served to leaf-blow homeless people into other neighborhoods or into jail where their criminal record made them ineligible for the very rental subsidy they would need to end their homelessness. Hardly anyone got permanently housed.

This is especially important because of our County's long history of criminalizing homelessness. At various times in Los Angeles, it has been illegal to sleep on the sidewalk, sit on the sidewalk, panhandle, ask for food, serve food to homeless people, sleep in a car or have property on the sidewalk. At some point in the near future, Angelinos may lose their patience with the current housing effort and want a return to criminalization. That transition will be made easier if Measure H already funds law enforcement to conduct outreach.

3. Put law enforcement in a position to succeed by letting them do what they do best – enforce the law.

Asking police to do outreach is inconsistent with the role we expect them to perform. Arrests are how we judge law enforcement; it's how they are evaluated. It is contradictory to ask them to ignore the law when outreaching to homeless people. We see that in the LAPD's HOPE teams. Partnering with LAHSA, HOPE teams seek to encourage people into shelter and housing. In HOPE's first year, the LAPD reported that they arrested 264 people. It illustrates that law enforcement cannot and probably should not be separated from enforcing the law. Thus, it is not the right tool for outreach. (Note: LAPD funds HOPE from its own budget; it does not use homelessness funding). Let law enforcement enforce the law and let outreach workers do outreach. Unless there is serious criminal conduct, law enforcement should refer homeless people to outreach workers rather than do any outreach themselves.

4. Law enforcement should use other resources for its homelessness-related work.

Like the LAPD's HOPE teams, law enforcement should fund their homelessness-related work with non-Measure H funds. The Sheriff's budget is already ample, exceeding \$3 billion. One possible source for homelessness work is AB 109 funding. Since AB 109 implementation in 2011, LA County receives prison realignment cost savings. The County uses 80% of it to fund law enforcement although AB109 allows the funding to be used for housing, health care, employment and other treatment services. The Sheriff could use a small portion of its AB109 funding to fund its efforts on homelessness.

Measure H is the only time Angelinos have voted to tax themselves to serve, shelter, and house homeless people. Historically, it has been extremely difficult to fund these services. This contrasts with law enforcement which historically is not difficult to fund. We should not redirect funding from something that is hard to fund to something that is easy to fund.

Greg Spiegel
Inner City Law Center
Measure H Revenue Planning Process Work Group Member