

## Homeless Initiative Quarterly Report No. 3 – As of October 15, 2016

### Status of Strategies to Combat Homelessness

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>PREVENT HOMELESSNESS</b>		
<b>A1: Homeless Prevention Program for Families</b>  <u>Implementation Dates:</u> Phase 1: Actual - May 9, 2016 Phase 2: Target - November 2016	Phase 2 implementation planning continued which will result in a signed contract amendment in November 2016 that will enable LAHSA to augment the Homeless Prevention Program for Families to include: <ul style="list-style-type: none"> <li>• Legal services to prevent families from being evicted;</li> <li>• Additional Family Service Center (FSC) case managers in order to assist more at-risk families; and</li> <li>• Additional funding to support various types of direct housing assistance customized to each family's needs.</li> </ul> Since January 2016, 247 families have received homeless prevention services through the FSCs. 129 of these families have retained permanent housing.	<ul style="list-style-type: none"> <li>• Execute Phase 2 contract amendment to provide LAHSA the ability to secure the following Phase 2 services:               <ul style="list-style-type: none"> <li>◦ Develop and release an RFI to provide legal services to prevent families from being evicted.</li> <li>◦ Hire at least one additional case manager per FSC.</li> <li>◦ Provide more at-risk CalWORKs and non-CalWORKs families prevention services.</li> </ul> </li> <li>• Continue to work with domestic violence advocates to strengthen existing protocols to serve at-risk families fleeing violence.</li> </ul>
<b>A2: Discharge Planning Guidelines</b>  <u>Target Implementation Date:</u> February 2017	<ul style="list-style-type: none"> <li>• Draft guidelines have been developed and they are currently being vetted with the workgroup.</li> <li>• Current departmental discharge policies were reviewed in the development of the "draft guidelines" and components were included from the current guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy A2 workgroup meetings are ongoing.</li> <li>• A community stakeholder meeting will take place in the near future.</li> </ul>
<b>A3: Housing Authority Family Reunification Program</b>  <u>Implementation Dates:</u> HACLA Actual - March 18, 2016 HACoLA Target - TBD	<ul style="list-style-type: none"> <li>• LASD referred 16 individuals to the HACLA pilot program since July 14, 2016. (LASD has made 26 total referrals since March 2016.)</li> <li>• During the 3<sup>rd</sup> quarter, HACoLA continued its research on other Housing Authorities across the nation who have implemented pilot re-entry programs, and reviewed HACoLA policies that could possibly be affected by the implementation of a reentry program.</li> <li>• Current HACoLA policy allows some discretion in the screening of applicants and new household members, but that discretion only extends to certain offenses.</li> </ul>	<ul style="list-style-type: none"> <li>• LASD will continue to refer individuals to the HACLA pilot program.</li> <li>• HACoLA will continue to evaluate the feasibility of implementing a re-entry program. This includes conducting another meeting with the Housing Authority of the City of Los Angeles to evaluate the current state of their pilot program.</li> </ul>
<b>A4: Foster Care Discharges</b>  <u>Target Implementation Date:</u> March 2017	Co-leads DCFS and Probation continue to meet with stakeholders and planning team. Strategy consists of ten elements. <ul style="list-style-type: none"> <li>• Focus has been on enhancing transition planning meetings and discharge plan. A framework for a structured youth transition plan was developed to ensure that discharge plan includes appropriate housing and wrap-around support services and linkage to education, employment and public benefits (six of ten components).</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing planning among implementation team members on various components of Strategy.</li> <li>• Engaging other arms of DCFS to obtain line participation in planning and implementation.</li> </ul>

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	<ul style="list-style-type: none"> <li>Preliminary discussion on assessment of youth to determine placement into the Supervised Independent Living Program (SILP) as an appropriate placement for the TAY and to provide broader access to the SILP.</li> </ul>	
<b>SUBSIDIZE HOUSING</b>		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: October 2016</p>	<ul style="list-style-type: none"> <li>DPSS fully implemented Phase 1 by expanding B1 General Relief (GR) Housing Subsidies to the remaining five GR offices that did not previously provide them, including better targeting of these subsidies to strong SSI applicants. Through September 30, 2016: <ul style="list-style-type: none"> <li>76 SSI applicants were referred for B1 GR Housing Subsidy interview;</li> <li>53 of these SSI applicants were determined eligible for and began searching for rental housing;</li> <li>12 of these SSI applicants found housing within 45 days of beginning their search, 8 of whom have had their housing approved and are currently using their B1 subsidy.</li> </ul> </li> <li>DHS began implementing Phase 2 by expanding availability of its current Housing for Health Programs to B1 eligible participants (i.e., homeless, disabled individuals applying for SSI). These DHS housing programs provide more intensive supportive services, case management, and/or long-term housing subsidies.</li> </ul>	<p>DPSS and DHS continue to develop a screening and referral process for those homeless SSI applicants identified by GR District staff as needing more intensive supportive services, case management, and/or a long-term housing subsidy.</p>
<p>B2: Expand Interim Assistance Reimbursement (IAR) to Additional County Departments and LAHSA</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> <li>Meeting held with LAHSA and impacted County departments to discuss guidelines for claiming IAR. Departments tasked with completing survey to identify potential claimable expenses to IAR and average number of claimable services per department.</li> <li>Clarification needed from CDSS on various issues identified during meeting with impacted departments.</li> </ul>	<ul style="list-style-type: none"> <li>Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA.</li> <li>MOU Language will be drafted by CEO HI staff for additional County departments/LAHSA and County departments administering IAR collection.</li> </ul>
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Actual Implementation Dates:</u> Individuals: June 30, 2016 Families/TAY: October 1, 2016</p>	<p><u>DHS/Rapid Re-Housing for homeless adults:</u></p> <ul style="list-style-type: none"> <li>DHS is working with the cities of Santa Monica, Pasadena, and West Hollywood in executing agreements to allow Brilliant Corners to accept each city's funding.</li> <li>Currently, there are 150 adults housed under rapid re-housing, and 357 adults are enrolled in various stages of engagement (outreach, intake, searching for housing, etc.).</li> </ul> <p><u>LAHSA/Rapid Re-Housing for homeless families and youth:</u></p> <ul style="list-style-type: none"> <li>LAHSA has executed contracts with service providers for rapid re-housing services for TAY and families.</li> </ul>	<p>DHS and LAHSA will work closely to:</p> <ul style="list-style-type: none"> <li>Continue to work with the cities of West Covina and Inglewood on executing contracts to expand rapid re-housing in their areas.</li> <li>Engage other cities expressing interest to allocate funds to expand rapid rehousing assistance in their areas.</li> <li>LAHSA will approach the Cities of Pasadena, Santa Monica, and West Hollywood to discuss the possibility of transferring funds to LAHSA's rapid rehousing for TAY and families, since they have already worked closely with DHS on rapid</li> </ul>

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		re-housing for adults. • LAHSA will provide outcomes for families and TAY in the next quarterly report.
B4: Facilitate Utilization of Federal Housing Subsidies  <u>Actual Implementation Date:</u> May 18, 2016	<ul style="list-style-type: none"> <li>• HACoLA has finalized the move in assistance and damage mitigation components of the incentive program, and has begun receiving landlord requests to participate in the Homeless Incentive Program by setting available units aside for homeless families with a HACoLA voucher.</li> <li>• As of 9/26/16, HACoLA has received 30 landlord requests to participate in the Homeless Incentive Program (HIP).</li> <li>• Provided \$15,310 in incentive payments to secure 12 vacant units for HACoLA voucher holders, with an additional ten vacant units currently in process to receive incentive payments.</li> <li>• Successfully leased units to six formerly homeless households, with an additional seven households in the final leasing stages.</li> </ul>	<ul style="list-style-type: none"> <li>• HACoLA will continue its marketing and outreach to recruit landlords to participate in the incentive program via HouseLA luncheon presentations held in the community; the next HouseLA event is scheduled to take place in November 2016.</li> </ul>
B5: Expand General Relief Housing Subsidies  <u>Target Implementation Date:</u> July 2017	DPSS continues to monitor the level of savings from the Mandatory Substance Use Disorder Recovery Program (MSUDRP), which will be used to fund the implementation of this Strategy.	DPSS continues to consider alternative funding and approaches to implement elements of this Strategy in advance of sufficient MSUDRP savings being available to fully implement this Strategy.
B6: Family Reunification Housing Subsidy  <u>Target Implementation Date:</u> January 2017	The Community Development Commission issued a Request for Proposals for rapid re-housing and case management services.	Evaluation of proposals and selection of service providers is expected to be completed by December 2016 for an estimated launch of January 2017.
B7: Interim/Bridge Housing for Those Exiting Institutions  <u>Actual Implementation Date:</u> October 1, 2016	<ul style="list-style-type: none"> <li>• Program guidance and forms were developed to notify service providers about program guidelines.</li> <li>• On October 2, 2016, an implementation and training meeting was held with contract awardees to explain eligibility and verification requirements for bridge housing providers using B7 funds.</li> <li>• LAHSA awarded B7 funds to 18 programs to support 268 new bridge housing beds.</li> <li>• DHS has added over 100 bridge housing beds since July 2016 and now manages over 500 bridge housing beds for individuals with complex health and/or behavioral health conditions. DHS bridge housing includes recuperative care and settings with onsite intensive behavioral health services. Through Strategy B7, DHS is able to serve clients with a criminal justice history who are eligible for AB 109 or SB 678 funding.</li> </ul>	<ul style="list-style-type: none"> <li>• The County departments/agencies working on this Strategy will meet with community volunteers to discuss eligibility and verification guidelines for the program participants.</li> <li>• The B7 workgroup will meet with healthcare stakeholders.</li> </ul>
B8: Housing Choice Vouchers for Permanent Supportive Housing	<ul style="list-style-type: none"> <li>• HACoLA executed a MOU with LAHSA to provide homeless referrals utilizing coordinated entry to prioritize the placement of chronically homeless households.</li> <li>• HACoLA continued to have planning meetings with LAHSA, the Department of Mental</li> </ul>	HACoLA will conduct a series of trainings for its community partners who will be helping homeless households complete the application process. This training will help the partners understand how to



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<p><u>Actual Implementation Date:</u> June 30, 2016</p>	<p>Health, and the Department of Public Social Services.</p> <ul style="list-style-type: none"> <li>HACoLA conducted stakeholder meetings with all of the community organizations who have had a previous agreement to provide HACoLA with applicant referrals. The purpose of these meetings was to hear their feedback on ways to streamline and improve the referral process.</li> </ul>	<p>complete the HACoLA application and ensure a smooth eligibility determination process.</p>
<b>INCREASE INCOME</b>		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p><u>Target Implementation Date:</u> November 2016</p>	<p>Procurement process completed and contracts have been negotiated with contractors. Services targeted to begin in November 2016.</p>	<p>Monitor implementation activities and contractor performance.</p>
<p>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise</p> <p><u>Target Implementation Dates:</u> Phase 1 - October 2016 Phase 2 - February 2017 Phase 3 - April 2017</p>	<ul style="list-style-type: none"> <li>Continued collaboration with the Department of Consumer and Business Affairs (DCBA) as co-lead with the CEO on this Strategy.</li> <li>Phase one includes County adoption of the Social Enterprise Preference Program. Although the County Ordinance was adopted on July 19, 2016 to provide preference to Certified Social Enterprise entities during the procurement process, the Social Enterprise Certification Program was implemented on October 25, 2016. As Social Enterprises become certified, a comprehensive inventory of Social Enterprises and services provided by certified Social Enterprise in LA County will be available.</li> <li>Continuing work with County Counsel on Phase 2 which will include: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Development of a Request for Statement of Qualifications to support the creation of Alternative Staffing Organizations (ASOs) and 3) Designating ASO's as preferred temp agency for County departments, contractors and sub- contractors.</li> <li>Phase 3 will include leveraging the DPSS CalWORKs Transitional Subsidized Employment Program to place program participants with ASOs operated by Social Enterprise.</li> </ul>	<ul style="list-style-type: none"> <li>CEO will continue to explore technical assistance opportunities with experts in the Social Enterprise arena on Phase 2 components.</li> <li>Share adopted Social Enterprise Preference Program with cities interested in collaborating.</li> <li>Identify procurement process for ASOs.</li> <li>Continue to collaborate with County Counsel on feasibility and mechanism for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County departments, contractors and subcontractors.</li> </ul>
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p><u>Target Implementation Date:</u> November 2016</p>	<ul style="list-style-type: none"> <li>Met with staff from three social enterprise agencies to learn about the social enterprise's job-readiness programs.</li> <li>Conducting "train-the-trainer" sessions with staff from the three social enterprise agencies regarding navigation of the County's website and hiring process including the Veterans' Internship Program.</li> <li>Met with CEO's Classification and Compensation staff regarding permanent part-time positions for the targeted population.</li> </ul>	<ul style="list-style-type: none"> <li>Complete "train the trainer" session for social enterprise agencies.</li> <li>Assess how homeless/formerly homeless individuals can be targeted using bulletins targeted for GAIN/GROW participants.</li> <li>Meet with DHR's Countywide Talent Assessment Division to find out how a special exam can be opened for the target population.</li> </ul>

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<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• C4, C5 and C6 planning and implementation is occurring jointly.</li> <li>• Bi-monthly planning meetings continue to be held between DHS Housing for Health, Departments of Public Social Service (DPSS), Mental Health (DMH) and Military and Veterans Affairs (DMVA), Sheriff's Department (LASD) and DHS Correctional Health to continue planning around implementation of Benefits Advocacy Programs as described in Strategies C4/C5/C6.</li> <li>• Released Request for Proposals for Benefits Advocacy Services on September 21, 2016.</li> <li>• Mandatory Bidders Conference held on September 29, 2016.</li> <li>• Three RFP Addenda addressing questions and answers from Bidders Conference were released October 3, 7 and 14, 2016 respectively.</li> <li>• Field hearing with Social Security Administration (SSA), United States Interagency Council on Homelessness (USICH), LA County Chief Executive Office, California Department of Social Services Disability Determination Services, Department of Public Social Services, Department of Mental Health, Los Angeles Homeless Services Authority and community advocates to discuss enhanced partnership and streamlining process for SSI applications.</li> <li>• DHS Housing for Health staff visited Twin Towers on October 7, 2016 with L.A. County Sheriff's Department (LASD) and DHS Correctional Health - Director of Care Transitions, to identify work space and coordinate with additional new staff within the Care Transitions Unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing monthly meetings scheduled with DHS Housing for Health, DHS, DPSS, DMH, DMVA, LASD and DHS Correctional Health to discuss program development and implementation.</li> <li>• Ongoing planning with DPSS on transition of SSI Advocacy from DPSS to DHS and newly contracted agencies.</li> <li>• Evaluation of Proposals, which are due on October 31, 2016.</li> <li>• Selection of contractors, submission of recommended contracts for Board approval, and implementation of contracts.</li> </ul>
<p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p>		
<p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Target Implementation Date:</u> January 2017</p>		

#### PROVIDE CASE MANAGEMENT AND SERVICES

<p>D1: Model Employment Retention Support Program</p> <p><u>Target Implementation Dates:</u> Phase 1: January 2017 Phase 2: July 2017</p>	<p>Phase 1 involves strengthening existing job retention services and partnerships. To achieve this:</p> <ul style="list-style-type: none"> <li>• DPSS presented to its Homeless Case Managers (HCM) to reinforce existing Post-Employment Services (PES) policy and reinforce the HCM role and expectation that they actively promote PES among the families they serve, with emphasis on families emerging from homelessness who are newly employed.</li> <li>• DPSS presented to all HCMs collocated at LAHSA's eight Family Solutions Centers (FSC) to reinforce existing Post-Employment Services (PES) policy and to strengthen their role connecting homeless families referred to the FSCs with Greater Avenue for Independence (GAIN) Program PES, as appropriate.</li> <li>• DPSS discussed with South Bay Workforce Development Board (SBWDB) the development of a service partnership including the referral of some or all homeless Transitional Subsidized Employment (TSE) participants (i.e., Strategy C1 families) to local America's Job Centers of California (AJCC) to enroll those families in WIOA so they can receive existing job retention services through WIOA. WIOA retention services include assistance with paying bills, car repairs, transportation, etc. These WIOA services should be available to participants when they are no longer eligible for GAIN/Refugee Employment Program PES.</li> </ul> <p>Phase 2 involves implementation of new job retention services and partnerships. This will include:</p>	<ul style="list-style-type: none"> <li>• DPSS and SBWDB will confirm the details of a service partnership that will include the referral of some or all homeless Transitional Subsidized Employment (TSE) participants (i.e., Strategy C1 families) to local America's Job Centers of California (AJCC) to enroll those families in WIOA so that they can receive existing job retention services through WIOA.</li> <li>• DPSS will develop and distribute a flyer to inform all GAIN/REP participants (including homeless participants) about the availability of Post-Employment Services and actively promote these services to homeless participants.</li> <li>• CSS will incorporate identified best practices on retention models into America's Job Center of California by conducting a workshop for all providers. Workshop will be scheduled in early 2017.</li> <li>• CSS will identify any funding opportunities to implement mobile computer application. State</li> </ul>
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	<ul style="list-style-type: none"> <li>• Development of a computer application that will provide on line case management-coaching, appointment reminder, employment and training information via handheld devices. App will serve as tool to serve participants in the American Job Center of California (AJCC) system and other workforce programs. CSS submitted a grant application to California Cy Pres Funds to pilot computer application.</li> <li>• Enhance employment models in the Departments of Public Health and Mental Health to target homeless/formerly homeless individuals. DPH and DMH may have an opportunity to enhance best practices using new Medi-Cal waiver dollars or new MHSA Workforce, Employment and Training funds.</li> <li>• Co-enroll participants in Workforce Innovation Opportunity Act funded programs to track employment retention annually.</li> <li>• A preliminary list of identified best practice for employment retention has been developed. A final report on how those could be incorporated into existing employment models is pending.</li> </ul>	<p>grant funding may be available in early 2017.</p>
<p>D2: Expand Jail in Reach</p> <p><u>Target Implementation Date:</u> November 2016</p>	<ul style="list-style-type: none"> <li>• Process for hiring DHS Clinical Social Worker positions is being conducted by DHS Human Resources. Two are expected to start in early November and one is pending live scan. Recruitment continues for the fourth position.</li> <li>• Two LASD Custody Assistants (CAs) for the project have been identified and are undergoing training.</li> <li>• DHS has augmented existing work orders with four participating Intensive Case Management Services providers who will be conducting D2 jail in reach services. The four agencies are LAMP, Special Services for Groups (SSG), Amity Foundation, and Volunteers of America.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment and hiring of 1 additional Clinical Social Worker (DHS) and 2 additional Custody Assistants (LASD).</li> <li>• Training of DHS and LASD staff and ICMS in-reach provider staff.</li> <li>• Schedule meeting with Jail Linkage and Jail Mental Evaluation Team staff to ensure coordination of jail-based services.</li> </ul>
<p>D3: Supportive Service Standards for Subsidized Housing</p> <p><u>Target Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> <li>• Workgroup consisting of County and Los Angeles City agencies was established and met in October 2016.</li> <li>• Workgroup members have been sent copies of various established supportive service standards. Additional standards will be provided as they are received.</li> </ul>	<ul style="list-style-type: none"> <li>• LAHSA to Hire Quality Standards Development Analyst.</li> <li>• Expand workgroup participants to include PSH residents and provider agencies, and all PSH supportive services funders.</li> <li>• Develop county-wide definition of supportive services.</li> <li>• Develop quality standards for supportive services.</li> </ul>
<p>D4: Regional Integrated Re-entry Networks – Homeless Focus</p> <p><u>Target Implementation Date:</u> April 2017</p>	<ul style="list-style-type: none"> <li>• Development of D4 implementation strategy is occurring in conjunction with planning for the County's Whole Person Care pilot services for the reentry population.</li> <li>• Responses to questions and revisions of grant proposal budget were submitted in July/August 2016 for a proposal to LA Care's Community Health Investment Fund (CHIF) to support a full time Reentry Health Network Coordinator for one year; the Coordinator will work on the development and implementation of a reentry health care network.</li> </ul>	<ul style="list-style-type: none"> <li>• Hiring of Reentry Health Network Coordinator (expected to start by end of October 2016).</li> <li>• Develop implementation plan in conjunction with Whole Person Care planning efforts, including identification of initial participating clinic(s).</li> <li>• Determine whether to pursue solicitation process</li> </ul>



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	<ul style="list-style-type: none"> <li>• Letter of award for LA Care CHIF award received October 4, 2016.</li> <li>• Public Health Foundation Enterprises was engaged as fiscal agent for hiring of Reentry Health Network Coordinator and the onboarding process has been initiated.</li> </ul>	to contact for homeless-focused services.
<p>D5: Support for Homeless Case Managers</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>The CEO and LAHSA convened eight meetings with the County departments from August through October.</p> <ul style="list-style-type: none"> <li>• On August 16, the D5 departments completed the Planning Guide that is intended to assist the departments in defining their challenges serving homeless individuals/families, assessing department resources (currently available and/or needed in the future) to address these challenges, and developing a plan of action for the identified Strategy components that each Department will implement.</li> <li>• On September 13, the D5 group met with 21 community homeless providers (representing all SPAs) to obtain their feedback on D5 group's implementation protocol as the community partners play a vital role in successfully implementing the strategy. Workgroups were created to maximize departments' role/contribution in CES Regional Case Conferencing, develop effective referral process, and explore co-location partnerships with specific community organizations.</li> <li>• In September and October, six web meetings were held to discuss each Strategy component including policies and protocols, development of a standardized referral form, and each department's implementation status and anticipated go live date.</li> </ul>	<ul style="list-style-type: none"> <li>• Each County department will create and/or revise its internal Policies and Procedures for interactions with homeless persons and case managers (if applicable).</li> <li>• Community agencies will collaborate with the County departments to address referral and space sharing strategies in October/November. They will also provide input on the implementation of this strategy at the D5 meeting on November 13.</li> <li>• Select departments will implement this Strategy in January 2017.</li> </ul>
<p>D6: Criminal Record Clearing Project</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• The Public Defender has convened various planning meetings during the 3<sup>rd</sup> quarter.</li> <li>• Developed an HMIS Data Sharing Agreement with LAHSA.</li> <li>• Working with LAHSA to implement a Record Clearing Project for the 100 Day Challenge on Youth Homelessness.</li> <li>• The Public Defender is incorporating HI strategies in Prop 47 outreach and case clearing processes.</li> </ul>	<ul style="list-style-type: none"> <li>• An initial meeting will be convened on October 26, 2106 with community based agencies/community volunteers and County partner agencies to present an outline of the implementation plan and get feedback and input on the plan.</li> <li>• Public Defender Department managers will begin attending LAHSA Quarterly Community Meetings in all SPAs.</li> <li>• Continue work on development of Homelessness status in Client Case Management System and integration of HMIS Data with current Department Data Base.</li> </ul>
CREATE A COORDINATED SYSTEM		

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<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• Meeting held with stakeholders and community to identify areas of need for advocacy as it relates to SSI and Veterans Benefits.</li> <li>• Through continued collaboration with United States Interagency Council on Homelessness (USICH), a meeting and field hearing was held with Social Security Administration (SSA), and California Department of Social Services Disability Determination Services (DDS) to discuss enhanced partnership and streamlining process for SSI applications processed by Countywide Benefits Advocacy Programs (Strategies C4/C5/C6).</li> <li>• Conference call with representative from the Veterans Administration to discuss collaboration with Countywide Benefits Advocacy teams and streamlining process for Veteran's Benefits applications submitted by countywide team.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow-up with SSA/DDS on requests made during field hearing.</li> <li>• Coordinate meeting with the Department of Veterans Affairs, DMVA and DHS to discuss partnership, collaboration and streamlining processes for Veteran's benefits applications.</li> </ul>
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p> <p><u>Target Implementation Date</u> July 2017</p>	<ul style="list-style-type: none"> <li>• From July 16, 2016 through October 31, 2016, the Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC) continued to engage in a range of planning activities for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115(a) waiver.</li> <li>• In preparation for implementation of the DMC-ODS, DPH-SAPC collaborated with the California Institute for Behavioral Health Solutions (CIBHS), the University of California at Los Angeles (UCLA), and Change Companies to provide clinical and capacity building trainings for contracted SUD providers.</li> <li>• In addition, DPH-SAPC has been regularly meeting with the health plans (L.A. Care and Health Net) to develop memoranda of understanding that, when executed, will establish structured coordination of care for common clients.</li> </ul> <p><b>Milestones achieved:</b></p> <ul style="list-style-type: none"> <li>• On July 27, 2016, DPH-SAPC received final approval from the California Department of Health Care Services (DHCS) and the Federal Centers for Medicare and Medicaid Services (CMS) to move forward with its County Implementation Plan.</li> <li>• DPH-SAPC submitted its DMC-ODS Fiscal Plan and Rates to DHCS on August 11, 2016. Subsequently, on September 29, 2016, positive feedback was received from DHCS. Minor edits will be made to the fiscal plan before resubmission; final approval is expected in late fall.</li> </ul>	<ul style="list-style-type: none"> <li>• DPH-SAPC will resubmit the DMC-ODS fiscal plan and rates to DHCS.</li> <li>• The Board of Supervisors must execute a contract with DHCS to deliver DMC-ODS services.</li> <li>• CMS must approve the executed State-County contract pertaining to DMC-ODS services.</li> <li>• DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS.</li> <li>• DPH-SAPC will work with CIBHS to conduct regional interactive application clinics to provide guidance and individualized technical assistance on becoming certified DMC providers.</li> </ul>
<p>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot approved by the California Department of Health Care Services)</p>	<ul style="list-style-type: none"> <li>• Action 1 (Identify and Share Information) – Cross-agency work is underway to share data across County agencies – e.g. through the Comprehensive Enterprise Data &amp; Analytics Repository (CEDAR). There are additional efforts planned through Whole Person Care to create increased identity matching through the Countywide Master Data Management (CWMDM) platform (to include Probation, Sheriff, and DPH/SAPC in the CWMDM program). In addition, the LANES Health Information Exchange is progressing towards implementation later this year. One key feature of LANES will be the ability to obtain real-time data feeds on admissions, discharges, and transfers to DHS and other community hospitals and emergency departments. Whole Person Care will accelerate these activities and create opportunities for data sharing between the County and community partners (e.g. health plans and other community-based entities).</li> </ul>	<ul style="list-style-type: none"> <li>• Action 1 (Identify and Share Information) – The Health Agency will use the WPC pilot to bring more community-based partners into the data integration effort. In the interim, we will continue with Agency level data integration efforts.</li> <li>• Actions 2 &amp; 4 (Case Management for Health Care Services and Connect Homeless People to Health Care and Services) – The WPC proposal includes a large emphasis on individuals who are homeless. WPC will support/accelerate</li> </ul>



Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> <li>• Actions 2 &amp; 4 (Case Management for Health Care Services and Connect Homeless People to Health Care and Services) – Coordinated efforts are in place to identify individual needs of homeless individuals and link them to services. Housing for Health &amp; the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro LA. The C3 program is a strong example of this effort and WPC will greatly expand capacity to serve individuals who are homeless. WPC cannot pay for housing or housing subsidies directly, but would expand outreach (street teams), benefits advocacy (e.g. SSI/SSDI), and care management (homeless care support services) to individuals who are homeless, and enhance housing support through tenancy support services and the expansion of recuperative care beds.</li> <li>• Action 3 (Health Literacy Education) – The Health Agency continues to enroll qualified homeless individuals in Medi-Cal and work to navigate individuals to primary health care. The WPC Pilot and the Health Homes opportunities will enhance the Health Agency's ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. The newly formed, Health Agency Social and Behavioral Determinants of Health workgroup will focus on developing standardized screening approaches across the Health Agency.</li> </ul>	<p>identification/screening and linkages to needed services as homeless individuals come through many "doors". It will also support development and augmentation of field-based case management services, and outreach and engagement infrastructure for homeless individuals – particularly those with multiple, chronic physical and behavioral health issues. Funding for Street Team personnel is a component of the Whole Person Care proposal.</p> <ul style="list-style-type: none"> <li>• Action 3 (Health Literacy Education) – The Social and Behavioral Determinants Workgroup will consider approaches to screening for and addressing health literacy. The workgroup meets monthly, and has representation from across the Health Agency.</li> </ul>
<p>E4: First Responders training</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> <li>• Conducted service provider site visits with LAHSA to develop law enforcement/provider relationship.</li> <li>• Convened follow-up meetings with LAHSA, County Fire Department, and E6 workgroup as part of the vetting of the curriculum.</li> <li>• First Responders curriculum has been completed.</li> </ul>	<p>Conduct the initial training class on October 26, 2016.</p>
<p>E5: Decriminalization Policy</p> <p><u>Target Implementation Date:</u> January 1, 2107</p>	<ul style="list-style-type: none"> <li>• Presented to the LAHSA Homeless Advisory Group (HAG) to get their input and feedback on the Policy.</li> <li>• A public forum was held on August 24, 5:00 PM, at the Hall of Justice media room to encourage public input in developing policies and procedures for interacting with homeless individuals.</li> <li>• On September 7, 2016, the Policy was presented to the County Criminal Justice Coordinating Committee (CCJCC) at the request of the Executive Director.</li> </ul>	<p>Implement Policy on January 1, 2017.</p>
<p>E6: Countywide Outreach System</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> <li>• CEO/Board of Supervisors approved request for \$9.7 million for new multidisciplinary outreach staff. This will expand outreach services in each of the Service Planning Areas. The funding will be distributed based on the 2016 Homeless Count.</li> <li>• LAHSA completed its RFP process and awarded new contracts for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016. Funding was distributed based on the 2016 Homeless Count.</li> <li>• The framework continues to evolve and get more specific as funding awards are made and new funding for additional staff is allocated.</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiate contracts for multidisciplinary staff with CES regional leads.</li> <li>• Develop administrative structure that includes LAHSA/Health Agency to jointly oversee the implementation of the program and provide training and technical assistance as needed.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>E7: Strengthen the Coordinated Entry System</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>During the third quarter, LAHSA and Home For Good have conducted input sessions with CES community providers from the single adult, family and youth systems.</li> <li>These meetings led to identification of opportunities for improvements through partial integration of the three systems, programmatic changes and increased funding. Integration efforts are expected to lead to improved coordination of screening and referrals, staffing, needed tools to maximize CES' effectiveness, and training for CES staff.</li> <li>In August, as part of the CES RFP, LAHSA awarded funding to community organizations for regional coordination, outreach coordination, outreach, housing navigation, crisis/bridge housing and rapid rehousing for families and youth, thus increasing the capacity of the CES. On September 28, LAHSA hosted a program orientation meeting for all contractors/programs that were awarded funding through the CES RFP.</li> <li>In August, LAHSA awarded funding to a new HMIS vendor.</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA will seek input from community organizations and stakeholders regarding the CES for families system and use feedback regarding areas that can be strengthened in creating the RFP for the following three fiscal years.</li> <li>LAHSA and new HMIS vendor will begin the coding process to ensure accurate data entry and reliability. It will also include transferring current HMIS data into the new platform.</li> <li>In November, LAHSA will submit a detailed assessment and recommended plan to: (1) strengthen the CES systems for adults, families and youth; (2) train the CES staff; and (3) enhance the HMIS system to address both current and future needs.</li> </ul>
<p>E8: Enhance the Emergency Shelter System</p> <p><u>Target Implementation Date:</u> December 31, 2016</p>	<p>As of October, there is a total of 1,595 shelter beds with 24/7 operation (240 County beds in 11 sites and 1,355 City of Los Angeles beds in 23 sites) with enhanced level of services provided on site. 95% of City and 73% of County funded LAHSA beds have 24-hour operations.</p> <p>In October, through the CES RFP, LAHSA awarded funding for:</p> <p>(a) New crisis and bridge housing beds that will provide 24-hour operations, increased intake hours, three meals a day, increased flexibility in the duration of the clients' stay, and storage provisions, and</p> <p>(b) Housing navigation services that will focus on the shelter system.</p> <p>Nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.</p> <p>LAHSA drafted a "score card" that a shelter can use to self-score itself against an ideal set of criteria to establish countywide standardized low threshold criteria.</p> <p>On October 20, LAHSA released a second RFP to increase 24-hour crisis and bridge housing beds (155 additional beds) with unexpended funds from the first RFP. Program start date is February 1, 2017.</p>	<p>LAHSA will engage in the following activities:</p> <ul style="list-style-type: none"> <li>In early November, LAHSA will host a "kick-off" implementation meeting for providers awarded funding for Housing Navigation. At the end of the quarter, LAHSA will report on outcomes from the housing navigation efforts.</li> <li>By December 2016, LAHSA will finalize the low-threshold common criteria with the community volunteers group.</li> <li>By December 2016, LAHSA will engage the shelter providers and animal advocacy groups to improve accommodation for homeless people with pets as well as storage for belongings.</li> <li>In February 2017, LAHSA will assess the length of participant shelter stays (pre and post 24/7 operation).</li> </ul>
<p>E9: Discharge Data Tracking System</p> <p><u>Implementation Date:</u> TBD</p>	<p>Initial LAHSA committee discussions have begun. Exploration on how this strategy can intersect with LA City strategy 4A implementation is ongoing.</p>	<p>Coordinate and send joint e-mail invitation to volunteers for participation and input on this Strategy.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E10: Regional Coordination of Los Angeles County Housing Authorities</p> <p><u>Actual Implementation Date:</u> May 24, 2016</p>	<ul style="list-style-type: none"> <li>HACoLA hosted the second quarterly roundtable meeting in September 29, 2016.</li> <li>Since last quarterly report, HACoLA has finalized interagency agreements with the Redondo Beach Housing Authority, and the Burbank Housing Authority. HACoLA now has interagency agreements with seven Los Angeles County Public Housing Authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration to combat homelessness in Los Angeles County.</li> <li>Finalization of a survey to identify topics for subsequent meetings.</li> </ul>
<p>E11: County Specialist Support Team</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>In August, the Health Agency assumed leadership for this Strategy's implementation efforts in order to leverage Health Agency's existing efforts to create a multi-disciplinary team and team space. The E11 Group met on July 27 and September 28 to develop the County Specialist Support Team's (Team) scope of work, team composition, work flow, plan for community outreach, budget and office space. The team will be known as SuperConnect.</p> <p>Office site for the Team has been identified and leased by the County. Interior modifications are in the design phase with construction to start shortly.</p> <p>Job description for the Director and team members, scope of work, diagram of work flow and project implementation timeline have been developed. All participating departments have identified the staffing positions (Two departments have identified the actual representative) that will constitute the new Team.</p>	<p>By December, all SuperConnect staff will be identified and/or hired. Policy and procedure development is ongoing and will continue to evolve over the next six months. The Health Agency will continue to work on site readiness. SuperConnect Team will have a soft launch in January 2017 following the site completion. Full scale operation is planned to begin in February 2017.</p>
<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> <li>The E12 workgroup met August 23 and the following departments were represented: CEO, LAHSA, DHS, DMH, DPH, DPSS, Probation, LASD, and HACoLA/CDC.</li> <li>CEO/RES has finalized an eight-step protocol for identifying and prioritizing the most expensive homeless single adults (CEO Board memo was submitted on 9/13/16). This process will be used to provide lists to departments of their respective homeless high-cost service utilizers, commencing in November 2016. In addition, the CEO is finalizing a process for departments to identify individuals who are top 5% homeless high-cost utilizers served by other County departments.</li> <li>A subset of the workgroup has also been working on a broad definition for health and human service departments to use a standard definition for identifying clients who are literally homeless. It will come back for discussion in the larger workgroup on 10/27/16.</li> </ul>	<ul style="list-style-type: none"> <li>Develop countywide targets for reductions in homelessness among chronic, TAY, families and single adults based on previous LAHSA Homeless Counts (targeted for late fall 2016).</li> <li>Finalize a standard literal homeless definition at next full-group meeting.</li> <li>Collecting departmental consents for review and discussion at next workgroup meeting to determine if a standard consent can be utilized for multiple departments.</li> <li>Discuss potential uses of the funding allocated for this strategy.</li> </ul>
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> <li>The Coordination Committee has developed a County and city matrix of funding sources for permanent supporting housing.</li> <li>The Committee is looking into the feasibility of developing or using an existing universal application system that will make it easier for developers to apply for and receive funding for permanent supportive housing.</li> </ul>	<ul style="list-style-type: none"> <li>Committee will hold a community volunteer and developer meeting in November 2017 to obtain input/feedback on issues/priorities important to streamlining the coordination of funding for supporting housing.</li> <li>Committee will develop recommendations on funding principles and universal application system to streamline funding of permanent supportive housing.</li> </ul>



<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Implementation Dates:</u>            Actual Phase 1 - August 2016            Actual Phase 2- September 2016            Target Phase 3- March 2017            Actual Phase 4- October 2016</p>	<ul style="list-style-type: none"> <li>• Phase 1 – Includes working with the Los Angeles Coalition to End Youth Homelessness (LACEYH) to increase and maximize collaboration between County agencies and community-based organizations serving homeless youth. Beginning August 2016, County department representatives were invited to LACEYH meetings to strengthen collaboration. CEO, LAHSA, DMH, DHS and DPSS participated in the August 2016 meeting. DHR, DCBA and Public Library will be invited to present on programs impacting youth at future meetings.</li> <li>• Phases 2 and 4 – Support the expansion of Youth CES and programs providing housing navigation, access/drop-in centers, shelter, after care/case management and transitional housing for youth - Activities in the last quarter have focused on implementation of the Coordinated Entry System for youth and young adults experiencing homelessness and housing instability.               <ul style="list-style-type: none"> <li>○ All eight SPAs now have a funded lead agency to coordinate Youth CES in the SPA. All eight SPAs received Rapid Rehousing for TAY program funding, and out of the five SPAs that applied for Housing Navigation, four were awarded. The CES RFP also funded a number of Crisis Beds for TAY.</li> </ul> </li> <li>• Phase 3- Design a Youth Housing Stability Assessment pilot, where one or more County departments, one or more school districts, and a CBO serving mainstream youth will administer a quick prescreening tool to determine if a youth should be referred to the Youth CES.</li> </ul> <p>Two technical assistance organizations are providing support to implement Youth CES: the Rapid Results Institute and the True Colors Fund. Technical assistance is focused on integration across CES systems, coordination across SPAs that includes mainstream public systems, developing best practices for serving youth and young adults within the framework of CES and the most effective use of specific housing interventions (i.e., Rapid Rehousing, tenant based vouchers, permanent supportive housing, etc.). True Colors Fund is specifically supporting LAHSA in developing a Youth Advisory Board for the Continuum of Care.</p> <p>Additionally, Los Angeles County has been participating in the 100-day challenge from A Way Home America, which has provided an opportunity for system improvements and stronger connections across the SPAs and mainstream systems. Additionally, participation in the 100-day challenge will set the foundation for the County's response to Housing and Urban Development's (HUD) Youth Homeless Demonstration Notice of Funding Availability (NOFA) which is due at the end of November.</p>	<ul style="list-style-type: none"> <li>• Continuing Youth CES implementation through 100 Day Challenge. Mid-Point and Sustainability Reviews forthcoming.</li> <li>• Youth Advisory Group in development.</li> <li>• Convenings with community colleges to discuss opportunities to identify and serve homeless students.</li> <li>• Submission of application to HUD Youth Homelessness Demonstration Program NOFA.</li> <li>• Youth and Families Funders Collaborative in development, in partnership with United Way Home for Good and the Office of Child Protection Center for Strategic Public and Private Partnerships.</li> </ul>
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Target Implementation Date:</u>            November 8, 2016</p>	<p>RR/CC has focused on partnership, outreach and training activities to promote homeless voter registration, identify polling locations, and improve access to birth certificates. Partners include Board of Supervisors' offices, County departments, City of Los Angeles, and community organizations.</p> <ul style="list-style-type: none"> <li>• Updated PowerPoint on <i>National Voter Registration Act</i> to include information on registration of homeless individuals as public assistance agencies are required to offer</li> </ul>	<p>In November, RR/CC will continue to focus on voter education and registration:</p> <ul style="list-style-type: none"> <li>• Review homeless services facilities used as Polling places to determine effectiveness and if future use should be considered.</li> <li>• Promote partnerships for voter registration</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>voter registration to clients.</p> <ul style="list-style-type: none"> <li>• Trained LASD deputy personnel on the inmate voter registration program with focus on incarcerated homeless individuals who are eligible to register.</li> <li>• Identified locations that primarily service homeless communities which may be used as polling places on Election Day (November 8).</li> </ul>	<p>following the November General Election and looking forward to 2017.</p>
<p>E16: Affordable Care Act Opportunities</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot approved by the California Department of Health Care Services)</p>	<ul style="list-style-type: none"> <li>• Much of the work under this strategic area depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes initiative. LA County's WPC proposal was submitted on July 1, 2016 in response to the Request for Proposal. The proposal contains an extensive funding request to support individuals who are homeless, and other high-risk LA County residents. The Health Agency received final notification in late October that Los Angeles has been awarded a WPC pilot. WPC will begin implementation in early 2017. Implementation of Health Homes is targeted for 2018, under the leadership of LA County Health Plans.</li> <li>• The County continues to enroll and expand access to services for individuals who qualify for Medi-Cal. In addition to coverage expansion, the ACA has led to benefit expansion, which has increased services available to homeless individuals. Implementation of the Drug Medi-Cal Waiver (described under Strategy E2) is a key example. The Drug Medi-Cal Program implementation plan developed by Substance Abuse Prevention and Control was approved with planned implementation in July 2017.</li> <li>• The Health Agency hopes to leverage opportunities to augment access and benefits expansion for the sickest and most vulnerable LA County residents through the WPC and Health Homes initiatives in the coming years. If funded, these initiatives will allow the Health Agency to build critical infrastructure to fill current care gaps (e.g. recuperative care, sobering centers), strengthen integrated care delivery and improve data integration and collaboration across the Health Agency and with County and community partners, and support intensive care management activities for the sickest and most vulnerable LA County residents. In planning for WPC, the Health Agency convened numerous multi-stakeholder meetings to discuss a large variety of approaches for different target populations, including individuals who homeless, individuals are re-entering the community from County Jails, seriously mentally ill individuals, individuals with a history of persistent substance use disorder, and individuals who are leaving hospitals and have a history of recurrent admissions.</li> </ul>	<ul style="list-style-type: none"> <li>• The Health Agency hopes to use WPC in the coming year to lay a strong foundation for the Health Homes initiative in 2018. For the time being, the Health Agency continues to await greater clarity on the structure of the Health Homes program.</li> </ul>
<p>E17: Regional Homelessness Advisory Council and Implementation Coordination</p> <p><u>Target Implementation Date:</u> February 2017</p>	<p>LAHSA, United Way and CEO drafted the Regional Homelessness Advisory Council (RHAC) organizational structure, composition and process of selection. LAHSA developed the election process for community providers with key stakeholders including the LAHSA Coordinating Council. In October, LAHSA began attending the SPA Homeless Coalition meetings to provide the latest update on the new governance structure and how provider representatives from each SPA will be a part of it.</p>	<ul style="list-style-type: none"> <li>• In November/December, LAHSA and United Way will finalize the membership structure of the RHAC and conduct outreach to participating organizations to ask them to appoint RHAC members.</li> <li>• By January, LAHSA and United Way will develop a draft governance charter for RHAC's approval.</li> <li>• The first meeting of the RHAC is set for</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
		February 15, 2017.
<b>INCREASE AFFORDABLE/HOMELESS HOUSING</b>		
F1: Promote Regional SB 2 Compliance  <u>Target Implementation Date:</u> July 2017	Request for Bids for consultant assistance to promote and implement SB2 compliance was released and closed on November 2, 2016. Consultant will be expected to: <ul style="list-style-type: none"> <li>• Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas.</li> <li>• Develop Best Practices Guide and website.</li> <li>• Reach out to cities for input on development of Best Practices Guide.</li> </ul>	<ul style="list-style-type: none"> <li>• Contract with consultant to be executed by January 2017.</li> <li>• Reach out to State Department of Housing and Community Development.</li> <li>• Reach out to stakeholder groups.</li> </ul>
F2: Linkage Fee Nexus Study  <u>Target Implementation Date:</u> July 2017	Regional Planning finalized and released RFP to seek a consultant team to prepare an Affordable Housing Action Plan for the unincorporated areas of the County. In addition to the Plan, which includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies, the consultant is required to prepare three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.	<ul style="list-style-type: none"> <li>• Prepare datasets and other requisite information to support work of consultant.</li> <li>• Continue developing and vetting various strategies with stakeholder groups.</li> <li>• Coordinate with other County departments to identify potential overlap/create efficiencies between projects.</li> </ul>
F3: Support for Inclusionary Zoning for Affordable Rental Units  <u>Actual Implementation Date:</u> March 2016	County supported AB 2502 to allow for inclusionary zoning of rental units during the 2016 State legislative session. The County will support any similar legislation in 2017.	County will continue to monitor and support legislation to authorize inclusionary zoning for rental housing.
F4: Development of Second Dwelling Unit Pilot Project  <u>Target Implementation Date:</u> June 2017	Regional Planning and Community Development Commission have worked on the following tasks in developing the second dwelling unit pilot project: <ul style="list-style-type: none"> <li>• Convened an interdepartmental working group to review a draft update to the County's existing second unit ordinance.</li> <li>• Worked with County Counsel to refine the latest draft of the ordinance.</li> <li>• Interviewed the City of Los Angeles' second unit pilot program manager to learn more about the City's initiative.</li> <li>• Met with a planning/architectural consultant working on the City's program to get ideas for designing the County's program. CDC and DRP began semimonthly coordination meetings and working on cost estimates for second unit construction.</li> <li>• Engaged Community Development Financial Institutions (CDFIs) to determine what existing financial products may be available to assist interested homeowners in the development of a second unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Per SB 1069 and AB 2299, new State regulations on second units will take effect January 1, 2017. DRP is working on incorporating these regulations into the new County ordinance.</li> <li>• Evaluate whether DPW permitting process can be expedited and fees waived or minimized.</li> <li>• Reach out to non-profit organizations and for-profit developers that assist homeowners in building secondary dwelling units to develop detailed construction cost for a secondary dwelling unit.</li> <li>• Research the creation of a combination loan and grant product for homeowners interested in participating in the pilot.</li> <li>• Identify a CDFI that is willing to provide financing for homeowner's as part of the LA County's pilot program. This may require a loan loss (top loss)</li> </ul>



Strategy Implementation Date (Actual or Target)	Status	Next Steps
		reserve.
F5: Incentive Zoning/Value Capture Strategies  <u>Target Implementation Date:</u> July 2017	Regional Planning finalized and released RFP to seek a consultant team to prepare an Affordable Housing Action Plan for the unincorporated areas of the County. In addition to the Plan, which includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies, the consultant is required to prepare three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.	<ul style="list-style-type: none"> <li>• Prepare datasets and other requisite information to support work of consultant.</li> <li>• Continue developing and vetting various strategies with stakeholder groups.</li> <li>• Coordinate with other County departments to identify potential overlap/create efficiencies between projects.</li> </ul>
F6: Use of Public Land for Homeless Housing  <u>Target Implementation Date:</u> January 2017	<ul style="list-style-type: none"> <li>• Initial draft list of 16 County-owned sites is currently being vetted for suitability for homeless/affordable housing.</li> <li>• Request for Qualifications/Proposals (RFQ/P) is being drafted to meet the following objectives:               <ol style="list-style-type: none"> <li>1. Establish a list of pre-qualified developers interested in building affordable/homeless housing, and</li> <li>2. Solicit site-specific development proposals for construction of homeless housing, which shall include incentives for developers to utilize pre-fabricated/steel container construction to accelerate development of affordable/permanent supportive housing.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Finalize and issue RFQ/P.</li> <li>• Expand list of available County sites suitable for housing into a comprehensive up-to-date database.</li> <li>• Develop governing structure options to own, hold, prepare, and dispose of County land for affordable 'homeless housing.</li> <li>• Develop policies to promote the development/preservation of affordable homeless housing.</li> </ul>

**Abbreviations Key:**

ACA	- Affordable Care Act	ISD	- Internal Services Department
CES	- Coordinated Entry System	LAHSA	- Los Angeles Homeless Services Authority
CEO	- Chief Executive Office	LASD	- Los Angeles Sheriff Department
CMS	- Center for Medicare and Medicaid Services	ODR	- Office of Diversion and Re-entry
DCFS	- Department of Children and Family Services	PATH	- People Assisting the Homeless
DHS	- Department of Health Services	PD	- Public Defender
DMC-ODS	- Drug Medi-Cal Organized Delivery System	RHAC	- Regional Homelessness Advisory Council
DPH	- Department of Public Health	SAPC	- Substance Abuse Prevention and Control
DPO	- Deputy Probation Officer	SOAR	- SSI/SSDI Outreach, Access, and Recovery Team
DPSS	- Department of Public of Social Services	SPA	- Service Planning Area
FSC	- Family Solutions Center	SSDI	- Social Security Disability Insurance
GR	- General Relief	SSI	- Supplemental Security Income
HACLA	- Housing Authority of City of Los Angeles	TAY	- Transition Age Youth
HACoLA	- Housing Authority of County of Los Angeles	VA	- Veterans Administration
HMIS	- Homeless Management Information System	WPC	- Whole Person Care