



County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Chief Executive Officer

November 9, 2016

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

From: Sachi A. Hamai
Chief Executive Officer

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HOMELESS INITIATIVE QUARTERLY REPORT #3

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

Status Update on HI Strategies

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

Strategy Implementation Highlights

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

- **A1 Homeless Prevention Program for Families**
129 families have retained permanent housing; 247 families are currently being assisted with homeless prevention services.
- **B1 Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI**
12 individuals have been housed and 41 are searching for housing.

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- **B3 *Partner with Cities to Expand Rapid Re-Housing***
150 clients have been housed; 357 clients are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County is in the final stages of executing partnership agreements with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for families and individuals.
- **B4 *Facilitate Utilization of Federal Housing Subsidies***
Six formerly homeless families have been successfully housed, with an additional seven homeless families in the final stages of placement. 30 landlord requests to participate in the Homeless Incentive Program have been received, and 12 vacant units for voucher holders have been secured, with an additional 10 vacant units currently being processed.
- **B6 *Family Reunification Housing Subsidy***
A Request for Proposals was issued in October 2016; service agreements with providers are targeted to be executed by the end of the year to provide rapid re-housing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to the return of the child(ren).
- **B7 *Interim/Bridge Housing for Those Exiting Institutions***
18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County, effective October 1, 2016.
- **C1 *Enhance the CalWORKs Subsidized Employment Program for Homeless Families***
Procurement process completed and services targeted to commence in November 2016.
- **C2/ *Increase Employment for Homeless Adults by Supporting Social Enterprise/***
C4/ *Establish a Countywide SSI Advocacy Program for People Experiencing Homeless or At Risk of Homelessness/*
C5 *Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness*
Both the Ordinance for Social Enterprise Preference Program and Social Enterprise Certification Program have been implemented
- **C6 *Targeted SSI Advocacy for Inmates***
Request for Proposals to secure Benefits Advocacy contractors released on September 21, 2016. Deadline for submission of proposals was October 31, 2016.
- **D2 *Expansion of Jail-in Reach***
Staff has been hired to support the expansion of jail in-reach. Existing work orders were augmented for participating Intensive Case Management Services providers who will be conducting jail in reach services: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.

- **E1 *Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits***
The Social Security Administration and US Interagency Council on Homelessness convened a hearing in Los Angeles with the State, County and key community partners to explore ways to enhance access to SSI for individuals experiencing homelessness.
- **E4 *First Responders Training***
The training curriculum has been developed and the initial training class took place on October 26, 2016.
- **E6 *Countywide Outreach System***
The initial RFP process has been completed and new contracts were awarded for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016.
- **E8 *Enhance the Emergency Shelter System***
As of October, there is a total of 1,595 shelter beds operating 24 hours per day/7 days/week with enhanced services provided on site. LAHSA awarded funding for housing navigation services that will focus on the shelter system; nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.
- **E14 *Enhanced Services for Transition Age Youth***
The Youth Coordinated Entry System has been implemented.
- **F1 *Promote Regional SB 2 Compliance and Implementation***
A Request for Bids has been released to solicit consultant assistance to promote and implement SB2 compliance. Execution of contract with selected consultant is planned for January 2017.
- **F2/ *Linkage Fee Nexus Study/***
F5 *Incentive Zoning/Value Capture Strategies*
A Request for Proposals has been released to solicit a consultant team to:
1) prepare an Affordable Housing Action Plan for the unincorporated areas of the County that includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies; and 2) prepare studies on existing conditions and markets, linkage fee nexus, and inclusionary housing feasibility.

Board Directives Associated with Approval of HI Strategies

In addition to approving the 47 Homeless Initiative Strategies, the Board directed this Office to complete various related activities. The following are updates on some of those directives:

- **Evaluation Plan**

On February 9, 2016 the Board directed the CEO to report back on the development of an evaluation plan for the HI Strategies. The *Homeless Initiative Evaluation Framework* was first discussed with the Homeless Policy Deputies in July 2016 and was approved and finalized at the September Deputies' meeting (Attachment 3). The framework has also been shared with participating County departments and the Los Angeles Homeless Services Authority. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017.

- **Research Agenda**

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

- **Targeted Homeless Services/Outreach to Heavy Users (Top 5% List)**

On February 9, 2016, the Board directed the CEO, in collaboration with affected departments, to prioritize housing and related services for homeless single adults for whom the County incurs the highest costs, and identify potential resulting savings to be redeployed to combat homelessness. On May 17, 2016, the Board further directed the CEO to examine how County funds are spent to serve the top five percent of homeless single adults who utilize 40 percent of the services and associated costs for single adults experiencing homelessness.

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

Item 47-A from the February 9, 2016 Board Meeting

Responses to all directives were previously submitted to the Board based on the due dates specified in the motion, with follow-up responses required for the following directives:

- **Directive #4: Database of Community Residents Interested in Supporting the Siting of Affordable Housing Projects**

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

- **Directive #5: Pilot to Incentivize the Use of Prefabricated Construction**

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

Homeless Initiative Community Conference

The Office of Homelessness will host the first annual Homeless Initiative Community Conference on February 8, 2017. The Conference will bring together key community and government partners to sustain a focus of the coordinated efforts to combat homelessness in Los Angeles County. The Conference goals include, but are not limited to, reflecting on the first year's accomplishments and lessons learned since the Board's approval of the HI strategies on February 9, 2016, celebrating unprecedented ongoing collaboration amongst diverse public, private and community partners, planning for the second year of HI implementation, and exploring future opportunities including new resources.

Each Supervisor
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The next HI quarterly report will be submitted on February 9, 2017. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov

SAH:JJ:FAD
PA:AO:ef

Attachments

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 District Attorney
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 Arts Commission
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 Child Support Services
 Children and Family Services
 Community and Senior Services
 Community Development Commission
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