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February 9, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
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Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

HOMELESS INITIATIVE QUARTERLY REPORT #4

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, August 9 and November 9, 2016. This is the fourth 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 HI Strategies approved by the Board, 21 have been fully or partially implemented. The remaining Strategies are scheduled to be implemented through July 2017, as reflected in the Implementation Status Update Chart (Attachment I).

Strategy Implementation Highlights

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

"To Enrich Lives Through Effective And Caring Service"

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- **A1** *Homeless Prevention Program for Families*
160 families have retained permanent housing; 341 families are currently being assisted with homeless prevention services.
- **B1** *Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI*
Through December 31, 2016, 61 individuals have been housed and 174 are searching for housing.
- **B3** *Partner with Cities to Expand Rapid Re-Housing*
242 households have been housed; 697 households are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County has executed a partnership agreement with the City of West Covina and is currently working on contracts with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for individuals.
- **B4** *Facilitate Utilization of Federal Housing Subsidies*
There were 183 landlord requests to participate in the Homeless Incentive Program (HIP). 128 vacant units were secured for voucher holders, with an additional 17 vacant units being processed. 75 homeless households have been successfully housed, with an additional 23 households in the final stages of placement.
- **B6** *Family Reunification Housing Subsidy*
In January 2017, eight service providers, one for each Service Planning Area, entered into contracts with the County 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 children to their parents.
- **B7** *Interim/Bridge Housing for Those Existing Institutions*
Since the implementation of October 1, 2016, 122 individuals have been placed in a bed funded through this Strategy.
- **C1** *Enhance the CalWORKs Subsidized Employment Program for Homeless Families*
Since the Program was implemented on January 1, 2017, 15 referrals for subsidized employment for homeless families were made to contracted Community-Based Organizations.

- **C2 *Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise***
16 Social Enterprises have been certified as eligible to receive contracting preferences through the Social Enterprise Preference Program. Eight are pending certification.
- **E5 *Decriminalization Policy***
The Los Angeles County Sheriff's Department (LASD) implemented the Decriminalization Policy on January 1, 2017, and as part of the implementation, a Department Newsletter outlining the Policy was shared with all field personnel to ensure that they are aware of LASD's Policy for interacting with the homeless population.
- **E8 *Enhance the Emergency Shelter System***
The Los Angeles Homeless Services Authority (LAHSA), in partnership with public and private service providers, finalized the low-threshold common shelter criteria that will be implemented to improve and streamline the admission process into shelter.
- **E12 *Enhanced Data Sharing and Tracking***
In addition to implementation of the Top 5% List highlighted later in this memo, the County is sponsoring AB 210 (Santiago) to facilitate the sharing of information regarding homeless adults, families and youth.
- **E14 *Enhanced Services for Transition Age Youth***
Through the successful implementation of the Youth Coordinated Entry System, Los Angeles County completed the 100-Day Challenge on Youth Homelessness, exceeding its goals by securing housing for 257 young people, 77% in permanent housing.
- **F1 *Promote Regional SB 2 Compliance and Implementation***
In December 2016, the contract was executed with a consultant to promote and implement SB 2 compliance by Los Angeles County cities.
- **F2 *Linkage Fee Nexus Study***
- **F5 *Incentive Zoning/Value Capture Strategies***
In December 2016, a consultant was selected to prepare the following three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.

Board Directives Associated with Approval of HI Strategies

On February 9, 2016, in addition to approving the 47 Homeless Initiative Strategies, the Board directed the CEO to complete various related activities. The following are updates on some of those directives:

- **Ongoing Revenue to Combat Homelessness**

On February 9, 2016, the Board directed the CEO, in collaboration with the Board, to explore potential sources of ongoing revenue to continue and/or expand the implementation of the Homeless Initiative Strategies for which one-time funding is currently allocated (Attachment II). On December 6, 2016, the Board adopted an ordinance placing Measure H on the March 7, 2017 countywide ballot. If approved by two-thirds of voters in the March 7 election, Measure H will establish a quarter cent countywide special sales tax for a period of ten (10) years. The resulting revenue will be utilized exclusively to prevent and combat homelessness, by funding 17 current HI Strategies and four new Strategies (Attachment III), per the ordinance approved by the Board on December 6, 2016.

- **Evaluation Plan**

The Board directed the CEO to report back on the development of an evaluation plan for the HI Strategies, and the Homeless Initiative Evaluation Framework was submitted with the November 9, 2016 HI quarterly report. Per that framework, an Interim Evaluation Brief (Attachment IV) is included with this update. A more comprehensive evaluation report is projected for January 2018 and will cover program performance for Fiscal Year (FY) 2016-17.

- **Prioritization of Housing and Related Services to Heaviest Users of County Services (Top 5% List)**

On February 9, 2016, the Board instructed 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.

In November 2016, the CEO's Research and Evaluation Services unit (RES) completed preparation of an inaugural set of files containing the identities of the most expensive 5% of homeless single adults in the County based on services utilized during FY 2015-16. The 5% subgroup in the first round of RES files consists of 5,543 unique individuals.

Within parameters established by County Counsel, the 5% subgroup formed the basis for the construction of two types of files:

- Separate *Agency-Specific Files* were, and will be, prepared every six months for each of the seven agencies participating in this prioritization process – Departments of Health Services (DHS), Mental Health (DMH), Public Health (DPH), Public Social Services (DPSS), Probation, LASD, and LAHSA. Each agency receives an agency-specific file limited to its own clients included in the overall 5% population.
- *The Master 5% File* includes the full 5% population. However, legal restrictions render the master file accessible only through a query system that enables the end user to determine whether a given client is in the master file; the full file cannot be shared with departments. RES is working with the Office of the Chief Information Officer (CIO) to implement a query system that leverages infrastructure already in place through the Countywide Master Data Management plan, for implementation in March 2017.

Given the cross-disciplinary latitude granted to the Office of Diversion of Re-entry (ODR), on January 11, 2017, ODR received the full master file per approval from County Counsel. RES is additionally exploring the possibility of making 5% files available to the Public Defender (PD), Alternate Public Defender (APD), and the County's Housing Authority (HACoLA).

The Homeless Initiative and RES are jointly engaged in ongoing efforts with all agencies receiving 5% files to determine the most strategically effective ways to utilize the information in the 5% files. The next round of files is scheduled to be distributed in May 2017.

- **Intersection Between Domestic Violence and Homelessness**

On January 9, 2017, the final report on the intersection between Domestic Violence and Homelessness was provided to the Board, along with a series of recommendations to strengthen the Domestic and Intimate Partner Violence Services Delivery System in the County, as a means to prevent/reduce the occurrence of homelessness and/or domestic and intimate partner violence.

Other Key Homeless Initiative Activity

- **100-Day Challenge on Youth Homelessness**

A focus on homeless youth within the HI comprehensive plan, particularly around HI Strategy E14, laid the foundation and positioned Los Angeles County to successfully participate and exceed the goals of the 100-Day Challenge on Youth Homelessness. Through this challenge, sponsored by A Way Home America and Rapid Results Institute, Los Angeles County was selected to be one of three communities nationwide to participate in the 100-Day Challenge. Although the County's goal was to house 100 youth in 100 days, because of the HI funding provided to support the Youth Coordinated Entry System and the focused attention on expanding and coordinating the homeless services delivery system for youth across each Service Planning Area, the County was able to exceed the goal, successfully housing 257 homeless youth, 77% in permanent housing.

- **Interfaith Summit on Homelessness**

The Homeless Initiative is continuing to extend its collaboration by engaging with the faith community as a key partner in combating homelessness. In partnership with LA Voice, the HI will host an Interfaith Summit on Homelessness on June 7, 2017, at the California Endowment.

Many people who experience homelessness lack support systems, which are often a key reason that many become and remain homeless. Faith-based organizations have the flexibility to provide a wide array of ongoing support for people experiencing homelessness and are uniquely suited to provide spiritual and relational healing to help reestablish connections to family and the community. Additionally, faith communities and their members often have land and/or housing units that can be used to house those experiencing, or at risk of homelessness. The goal of the Interfaith Summit on Homelessness is to identify ways to leverage the strengths of the faith community and identify key opportunities for faith organizations to partner with the County and other stakeholders in combating homelessness.

To plan the Interfaith Summit on Homelessness, invited faith leaders from across the County are participating in a planning committee. A kick-off planning meeting for this event was held on February 2, 2017.

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The next HI quarterly report will be submitted on May 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:LC:ef

Attachments

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

Homeless Initiative Quarterly Report No. 4 – As of January 15, 2017 Status of Strategies to Combat Homelessness

Strategy Implementation Date (Actual or Target)	Status	Next Steps
PREVENT HOMELESSNESS		
<p>A1: Homeless Prevention Program for Families</p> <p>Implementation Dates: Phase I: Actual - May 2016 Phase II: Target – March 2017 (partial implementation in November 2016)</p>	<ul style="list-style-type: none"> The Los Angeles Homeless Services Authority (LAHSA) released a Request For Information (RFI) for legal services, and has completed the quality review and scoring of the applicants. Most of the Family Solutions Centers (FSCs) are in the process of hiring or deploying additional prevention staff utilizing the A1 funding and are ready to receive increased referrals of families in need of prevention services from the Department of Public Social Services. The approach to providing prevention services for families experiencing Domestic Violence (DV) is being strengthened. As part of the response to the 2/9/16 Board Motion on DV and Homelessness, LAHSA has been leading an inter-departmental workgroup to address DV issues and protocols for the Continuum Of Care. The workgroup is developing an assessment tool and procedure for identifying DV among individuals and families served by all Homeless Families Solution System (HFSS) programs, and LAHSA expects to integrate the tool once it is completed. In addition, \$1M from Strategy B3 has been allocated for a pilot Rapid Re-Housing program for DV clients. Since December 2015, 341 families have received homeless prevention services through the FSCs and 160 families have retained permanent housing. Draft guidelines have been developed and the workgroup is currently modifying them based on the A2 lead's one-on-one discussions with partner agencies. 	<ul style="list-style-type: none"> Complete legal services RFI process and subcontract(s). Complete all hiring and staff shifts at the FSCs to fully augment service capacity. Complete development and implementation of DV assessment tool across HFSS.
<p>A2: Discharge Planning Guidelines</p> <p>Target Implementation Date: April 2017</p>	<p>HACLA</p> <ul style="list-style-type: none"> LASD began referring individuals to HACLA pilot program in March 2016. LASD reports 24 referrals in this quarter with a total of 48 referrals to date. Probation has a complete referral process. Probation completed instructions and a notice to implement the process for referrals at intake and for those receiving housing services through the HR360 contact. 	<ul style="list-style-type: none"> A meeting with the Hospital Association of Southern California and leads from Strategies B7 (Interim/Bridge Housing for Those Exiting Institutions) and D2 (Expand Jail In Reach) will be convened in February to discuss hospital and jail discharges to ensure that said entities are aware of Strategy B7 and that their discharge guidelines cite Strategy B7. A Community stakeholder meeting will take place in April 2017 prior to finalizing the guidelines. Probation will begin tracking and following-up on referrals.
<p>A3: Housing Authority Family Reunification Program</p> <p>Actual Implementation Date: HACLA – March 2016</p>		

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>A4: Foster Care Discharges</p> <p><u>Target Implementation Date:</u> March 2017</p>	<p>HACoLA HACoLA has completed its evaluation of the feasibility of implementing a reunification program and has determined that it is not feasible. This decision is primarily based on the outcomes of a similar program and overall infrastructure gaps.</p> <p>Co-leads have had several meetings, conference calls, and policy/procedures discussions around the proposed tools/structural framework documentation to further advance this strategy. Both DCFS and Probation have agreed to take a combined comprehensive approach to effectively address all components, as the two departments have similar needs. Therefore, based on the components of Strategy A4, discussion and approaches have been focused on ensuring the Structured Youth Transition Framework tool supports the enhanced discharge guidelines and all activities and connections that should be made by the involved social work and/or support staff.</p> <p>The proposed framework addresses four main areas of the Youth's life: 1) Housing; 2) Employment/Education; 3) Physical Health/Mental Health; and 4) Life Skills & Financial Literacy. To ensure that all components of this Strategy are addressed, the Strategy will be implemented with the youth in two discharge planning phases:</p> <ul style="list-style-type: none"> ● Phase 1: 90 to 120 days prior to discharge-- Establish all linkages, secure housing and move-in, as well as a potential enhanced plan for discharges where linkages are not secured. ● Phase 2: 60 days prior to discharge – the CSW or DPO will work with youth to identify and explore a check list of four linkage areas (outlined in the tool) and determine youth's linkage plan. <p>As the CSW and DPO will work with youth to execute Framework, there will need to be training to facilitate incorporating the proposed Framework into departmental policies.</p> <p>Additionally, to ensure that all possible beneficial connections are made prior to discharge, DCFS/Probation continue collaborating with LAHSA as part of the 100 Day Challenge to End Youth Homelessness and have engaged in conversation with DCBA's Center for Financial Empowerment to develop and coordinate strategies to ensure financial empowerment services for the TAY population.</p>	<ul style="list-style-type: none"> ● Finalize the Structured Youth Transition Framework tool. ● Draft written protocol for staff. ● Work with training arms of DCFS/Probation to ensure appropriate training on discharge planning process.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>SUBSIDIZE HOUSING</p> <p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p>Actual Implementation Dates: Phase 1: August 2016 Phase 2: October 2016</p>	<p>Phase 1: DPSS continued monitoring implementation of the General Relief (GR) Housing Subsidy Program in the seven GR offices that began implementation in August 2016.</p> <p>Phase 1 DPSS data as of December 31, 2016: <ul style="list-style-type: none"> • 234 SSI applicants referred for B1 GR Housing Subsidy interview; • 180 or 77% of these SSI applicants were determined eligible for and began searching for rental housing; and • 54 or 23% of these SSI applicants found housing within 45 days of beginning their search. </p> <p>Phase 2: DHS began identifying disabled, homeless individuals eligible for B1, the majority of whom must have a criminal justice background, to make them eligible for AB 109 and SB 678 funding.</p> <p>Phase 2 DHS data as of December 31, 2016: <ul style="list-style-type: none"> • 55 clients on the SSI path were confirmed by the Sheriff to be eligible for Housing for Health services supported with B1 AB 109 funds; • 7 or 13% of these clients have secured permanent housing. </p>	<p>DHS is leading implementation of a process for interested cities to collaborate on B1. DHS is leveraging the process it developed to implement Strategy B3--Partner With Cities To Expand Rapid Re-Housing.</p>
<p>B2: Expand Interim Assistance Reimbursement To Additional County Departments and LAHSA</p> <p>Target Implementation Date: April 2017</p>	<p>Departments completed a survey to identify potential claimable expenses to Interim Assistance Reimbursement (IAR) and average number of claimable services per department.</p> <p>Clarification pending from the California Department of Social Services on various issues identified during meeting with impacted departments.</p>	<ul style="list-style-type: none"> • Meeting with impacted departments will be scheduled in March 2017 to discuss survey results. • Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA. • MOU Language will be drafted by CEO HI staff for additional County departments/LAHSA and County departments administering IAR collection.
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p>Actual Implementation Dates: Individuals: June 2016 Families/TAY: October 2016</p>	<p>Based on current resources and need for Rapid Re-Housing, Department of Health Services (DHS) and LAHSA agreed that interested cities should focus on individuals, unless there is a significant need to partner with cities around families or youth.</p> <p>The City of Santa Monica has moved forward with an agreement to put funding into the B3 initiative. The agreement is currently under review by the City of Santa Monica Human Services Department and their City Attorney.</p> <p>The Cities of Pasadena and West Hollywood are ready to execute their agreement with Brilliant Corners. DHS will continue to work closely with all parties to ensure timely implementation.</p>	<ul style="list-style-type: none"> • DHS staff is working toward completing agreements with the City of Santa Monica, City of Pasadena and City of West Hollywood by April 2017. • DHS contracts and grants staff executed an agreement with the City of West Covina. • DHS staff will continue to work actively with those cities who are working on agreements so they can be in place as soon as possible.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B4: Facilitate Utilization of Federal Housing Subsidies</p> <p>Actual Implementation Date: May 2016</p>	<p>Rapid Rehousing Outcomes:</p> <ul style="list-style-type: none"> • Individual: 633 enrolled; 203 housed • Families: 38 households/131 persons enrolled; 34/121 persons housed • Youth: 26 enrolled; 5 housed <p>HACoLA continues its marketing efforts with billboard advertisements throughout Los Angeles County. Additionally, HACoLA provided information about its incentive programs and recruited potential landlords to participate at the following community events:</p> <ol style="list-style-type: none"> 1. Veterans Affairs Medical Center Stand Down Event 2. CA Community Foundation Event 3. Pomona Homeless Project 4. Taste of Soul 5. 2016 Home Walk <p>As of 12/23/2016, HACoLA has:</p> <ul style="list-style-type: none"> • Received 183 landlord requests to participate in the Homeless Incentive Program (HIP); • Provided \$197,266 in incentive payments to secure 128 vacant units for HACoLA voucher holders, with an additional 17 vacant units currently in process to receive incentive payments; and • Successfully secured housing leases for 75 formerly homeless households, with housing leases for an additional 23 households in the final leasing stages. 	<ul style="list-style-type: none"> • HACoLA will continue its marketing efforts and will continue to recruit new landlords to participate in the Section 8 program through community meetings. • HACoLA is also evaluating the current incentives program to determine if it can be improved or supplemented with additional incentives.
<p>B5: Expand General Relief Housing Subsidies</p> <p>Target Implementation Date: TBD</p>	<p>DPSS continues to monitor the level of savings from the Mandatory Substance Use Disorder Recovery Program (MSUDRP); those savings will be utilized to implement this Strategy.</p>	<p>DPSS continues to consider alternative funding and approaches to implement elements of this Strategy in advance of sufficient MSUDRP savings being available.</p> <ul style="list-style-type: none"> • Monitor services provided by agencies. • Conduct internal trainings for Judicial Officers and County Counsel to provide information on the availability of B6 services. • Schedule presentations for DCFS regional offices countywide to provide information on the availability of B6 services. • Submit concept paper to CDSS to expand services through Bringing Families Home funding available in FY 16-17 State budget.
<p>B6: Family Reunification Housing Subsidy</p> <p>Actual Implementation Date: January 2017</p>	<p>The Community Development Commission has entered into contracts with eight service providers, one in each Service Planning Area (SPA), 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 family reunification.</p>	<ul style="list-style-type: none"> • Continue discussions with the Hospital Association of Southern California regarding processes for connecting non-County hospital discharge planners with the B7 bridge housing beds.
<p>B7: Interim/Bridge Housing for Those Exiting Institutions</p> <p>Actual Implementation Date: October 2016</p>	<ul style="list-style-type: none"> • LAHSA, DHS, and the Sheriff discussed how to make connections between the Jail In-Reach Program (D2) and B7. An estimated 20% of jail inmates are homeless. • Effective February 1, 2017, to be eligible to bridge housing under this Strategy, individuals will need to have exited an institution within the preceding two months. LAHSA will meet with B7 providers in March 2017 for a progress update the impact of this eligibility requirement. 	

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> DHS has over 600 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 B7, DHS is able to serve clients with a criminal justice history who are eligible for AB109 or SB678 funding. DHS has provided bridge housing to over 50 individuals whose eligibility has been verified by the Sheriff and/or the Probation Department. DHS currently has several hundred clients pending eligibility verification. 	<ul style="list-style-type: none"> LAHSA will schedule a follow up meeting with bridge housing providers to evaluate performance and determine if assistance is needed with referrals from institutions. LAHSA and DHS will continue to discuss how the jail in-reach program can collaborate with the bridge housing program.
B8: Housing Choice Vouchers for Permanent Supportive Housing <u>Actual Implementation Date:</u> June 2016	<ul style="list-style-type: none"> HACoLA held a series of planning meetings with LAHSA, the Department of Mental Health, and the Department of Public Social Services. Discussion items included the process for receiving referrals, application deadlines, case management, and continued communication and collaboration of all parties involved. HACoLA held three training sessions for CES lead agency personnel, and for case managers at the community based organizations who are responsible for helping applicants complete their assessment and rental assistance applications. HACoLA received the first 200 referrals from LAHSA and is currently processing those referrals and sending applications for assistance to be completed by the homeless applicants. 	HACoLA will continue to process referrals and provide applications to homeless applicants. Once homeless applicants are approved to receive housing assistance, HACoLA will use its landlord incentive programs under Strategy B4 to assist applicants in securing affordable housing in Los Angeles County.
INCREASE INCOME		
C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families <u>Actual Implementation Date:</u> December 2016	<ul style="list-style-type: none"> Sub-contracts with three community-based organizations (CBOs) have been signed; As of January 13, 2017, 15 referrals for homeless families have been received by the CBOs. 	DPSS will monitor contractor performance data and participant outcomes.
C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise <u>Implementation Dates:</u> Phase 1: Actual - October 2016 Phase 2: Target - April 2017 Phase 3: Target - July 2017	<ul style="list-style-type: none"> Phase one included County adoption of the Social Enterprise Preference Program, including an Ordinance to provide preference to Social Enterprise (SE) entities during the procurement process. Additional components of the Social Enterprise Preference Program, including the Social Enterprise Certification Program, were also implemented in October 2016. To date, 16 Social Enterprises are certified as eligible to receive a Social Enterprise contracting preference, while eight additional SE entities are in the process of being certified. Continuing to work with County Counsel and Internal Services Department 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 the preferred temporary staffing agency for County departments, contractors and sub-contractors. Phase 3 will include leveraging the DPSS CalWORKS Transitional Subsidized Employment program to place program participants with ASOs operated by Social Enterprise. 	<ul style="list-style-type: none"> Continue to explore technical assistance opportunities with experts in the Social Enterprise arena. Share adopted Social Enterprise Preference Program with cities interested in collaborating. Development of a comprehensive inventory of services provided by certified Social Enterprises in LA County. Draft proposal for review by County Counsel, DCBA and ISD on plan for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County departments, contractors and subcontractors.

Strategy	Implementation Date (Actual or Target)	Status	Next Steps
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p><u>Implementation Dates:</u> Phase I: Actual – October 2016 Phase II: Target – July 2017</p>	<p>Phase I of this Strategy involves expanded outreach to those who are homeless/formerly homeless. Since the last report, "train-the-trainer" sessions were conducted with staff from two additional Social Enterprise agencies on how to navigate the County's website and hiring process. Overviews on how to access the Veterans' Internship Program and the Career Development Internship Program were also provided. Train-the-trainer sessions were provided as follows:</p> <ul style="list-style-type: none"> October 25, 2016 - Goodwill of Southern California with five staff in attendance October 26, 2016 - Chrysalis with 11 staff in attendance <p>Phase II of this Strategy involves exploring targeted recruitment for those who are homeless/formerly homeless. Initial discussion held with CEO's Classification and Compensation staff regarding permanent part-time positions for the targeted population.</p>	<ul style="list-style-type: none"> Bi-monthly planning meetings between DHS (lead), DPSS and DMH to discuss C4, C5, C6 solicitation and transition plan. Bi-monthly planning meetings between Department of Military and Veterans Affairs (DMVA), L.A. Sheriff's Department (LASD) and DHS' Director of Care Transitions to integrate Strategy C5 with Strategies C4 and C6 in the solicitation. Procurement process for contractors is nearly complete. Discussed SOAR technical assistance application for the Continuum of Care on November 16, 2017. DHS met with DPSS to discuss referral mechanisms through the LRS system on November 23, 2016. DHS and LAHSA met on December 5, 2016 to discuss data collection for the program and CES integration strategies. DHS staff met on December 15, 2016 with representatives from the City of Long Beach to discuss data collection for the program and CES integration strategies. Met with DHS' selected IT vendor on the architecture of the data collection tool for benefits advocacy on December 23, 2016. 	<ul style="list-style-type: none"> Meet with Los Angeles Coalition to End Youth Homelessness Steering Committee on January 18, 2017. Finalize Employment Bridges framework to facilitate the hiring initiative.
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> March 2017</p>	<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> March 2017</p>	<p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> Ongoing monthly meetings scheduled with DMVA and LASD to discuss program development. Ongoing bi-monthly meetings scheduled with DPSS and DMH to create a process to move the program from DPSS to DHS and newly contracted agencies. Board letter with recommended contracts is scheduled for March 2017.
PROVIDE CASE MANAGEMENT AND SERVICES			
<p>D1: Model Employment Retention Support Program</p>	<p><u>Implementation Dates:</u> Phase 1: Actual - January 2017 (DPSS Lead) Phase 2: Target - July 2017 (WDACS Lead)</p>	<p>Phase I: Strengthen Existing Job Retention Services And Partnerships</p> <ul style="list-style-type: none"> DPSS continued to reinforce existing Post-Employment Services (PES) policy with its Homeless Case Managers (HCMs), including those co-located at LAHSA's eight Family Solutions Centers, so that they actively promote PES among the families they serve, with emphasis on families emerging from homelessness who are newly employed. DPSS and South Bay Workforce Development Board (SBWDB) confirmed a partnership, whereby prepared/ready homeless participants in the Enhanced Transitional Subsidized Employment (ETSE) (Strategy C1) will be referred and/or co-enrolled in the Workforce Investment Opportunities Act (WIOA) program, so they can receive job retention services through WIOA. WIOA retention services include assistance with paying bills, car repairs, 	<p>Phase 1:</p> <ul style="list-style-type: none"> DPSS and SBWDB will confirm the referral criteria for homeless ETSE participants (Strategy C1 families) for co-enrollment in WIOA based on their readiness to receive WIOA job retention services. DPSS and WDACS will finalize the Data Sharing MOU described in the third bullet of the Phase 1 status report.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>transportation, etc. These WIOA services should be available to participants when they are no longer eligible for PES through DPSS' GAIN or Refugee Employment Program. The first participants would not be referred/co-enrolled in WIOA until July 2017, since ETSE (i.e., Strategy C1) was implemented at the end of 2016; participants must be in the seventh month of their TSE activity to be referred/co-enrolled in WIOA.</p> <ul style="list-style-type: none"> • DPSS and WDACS continued discussions about a potential data sharing MOU, whereby GAIN participants (including homeless/at-risk participants) will be matched against WIOA enrollment data to identify mutual families in order to track and share job retention information on those families to measure the effectiveness of D1 retention services. WIOA has more robust methods of tracking job retention outcomes because such tracking is part of WIOA program requirements. <p>Phase 2: Implementation of New Job Retention Services And Partnerships</p> <ul style="list-style-type: none"> • Development of a computer application that will provide on-line case management, coaching, appointment reminders, employment and training information via handheld devices. The app will serve as a tool for participants in the American Jobs Center of California (AJCC) system and other workforce programs. WDACS submitted a grant application for California Cy Pres Funds to pilot a computer application. • Enhance employment models in 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 fund. • Co-enroll participants in WIOA-funded programs to track employment retention annually. • A preliminary list of identified best practices for employment retention has been developed. A final report on how those could be incorporated into existing employment models is pending. 	<p>Phase 2:</p> <ul style="list-style-type: none"> • WDACS will incorporate identified best practices on retention models into America's Job Center of California by conducting a workshop for all providers. The workshop will be scheduled in early 2017. • WDACS will identify any funding opportunities to implement the mobile computer application. State grant funding may be available in early 2017.
<p>D2: Expand Jail in Reach</p> <p><u>Actual Implementation Date:</u> January 2017.</p>	<ul style="list-style-type: none"> • Recruitment and hiring of four Clinical Social Workers (DHS) and four Custody Assistants (LASD) for the project has been mostly completed. Two social workers started in December 2016, one started on January 3, 2017, and the fourth is in the onboarding process. Three custody assistants have been assigned to the project by LASD; the fourth will start when the final social worker starts. • Training for the Clinical Social Workers was conducted in December, including LASD orientation, Housing for Health/Office of Diversion and Reentry (ODR) orientation, shadowing Jail Linkage staff and existing ODR housing case managers, attending court hearings, and completing HMIS training. • LAMP, Special Services for Groups (SSG), Amity Foundation, and Volunteers of America have each identified/hired three Case Managers and submitted background check packets to the Sheriff's Department for clearance to enter the jail facilities. By the end of December 2016, two Case Managers had been cleared for entry. • Planning meetings for this Strategy were incorporated into the ODR Service Provider monthly meetings that include the four in-reach agencies, Housing for Health, Sheriff's Department, DHS Correctional Health and Jail Linkage program. Initial Program workflows and project plans have been developed. 	<ul style="list-style-type: none"> • Tour of the Jail 231 unit and planning meeting with in-reach agencies. • Onboarding of fourth Clinical Social Worker and Custody Assistant. • Complete LASD clearance for remaining community agency Case Managers and start in reach activities in jail. • Further refine project protocols, roles of social workers and case managers, and paths to ongoing case management and homeless services in the community upon release.

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<p>D3: Supportive Service Standards for Subsidized Housing</p> <p><u>Target Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> • Workgroup consisting of County and Los Angeles City agencies was established and met in October 2016. • Workgroup members were provided copies of various established supportive service standards. Additional standards will be provided as they are received. 	<ul style="list-style-type: none"> • Expand workgroup participants to include all PSH supportive services funders, PSH provider agencies and PSH residents. • Develop county-wide definition of supportive services. • Develop quality standards for supportive services.
<p>D4: Regional Integrated Re-entry Networks – Homeless Focus</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> • Development of D4 implementation Strategy continues in conjunction with planning for the County's Whole Person Care pilot services for the reentry population. • Whole Person Care reentry workgroup meetings were held on October 4, October 21, November 14, and December 8, 2016 and included participants from DHS, LASD, DMH, DPH, Probation, LA Regional Reentry Partnership (LARRP), LA Care, and HealthNet. • Presentation and discussion at LA Regional Re-Entry Partnership meeting on November 10, 2016 to solicit feedback from community reentry organizations on developing reentry network. • Initial concept for use of D4 funds was developed by project leads in late December 2016, to be shared with partner agencies for input in January 2017. This plan involves use of DHS Master Agreements for Intensive Case Management Services to fund approximately 12 homeless case manager positions to be embedded in and serve as a resource to reentry healthcare network agencies across the County. • Reentry Health Network Coordinator, funded through LA Care Community Health Investment Fund grant, started on October 18, 2016. 	<ul style="list-style-type: none"> • Share initial concept for use of D4 funds with partner agencies and community volunteers for input and discussion (Jan/Feb 2017). • Whole Person Care Reentry Town Hall meetings to engage potential reentry healthcare network participating agencies targeted for January 31 and February 1, 2017. • Finalize plan for use of funds and contracting strategy, and begin implementation.
<p>D5: Support for Homeless Case Managers</p> <p><u>Implementation Dates:</u> Actual: December 2016 – DMH and Public Library Target: June 2017 – Remaining County departments</p>	<ul style="list-style-type: none"> • During the most recent quarter, 11 meetings took place with nine individual departments to assess each department's current interactions with homeless families and individuals and develop an individualized departmental plan to implement various components of the Strategy. • On November 16 and 18, 2016, two work group meetings took place with the County departments and community organizations to discuss the possibility of co-locating Homeless Case Managers in the County facilities, and departments' potential participation in CES Case Conferencing. • Public Library, CEO, SSG/HOPICS, PATH, and Harbor Interfaith met on three occasions to explore the feasibility of co-locating homeless case managers at Carson and Gardena libraries. Furthermore, West Hollywood Library is partnering with community providers to assist homeless library patrons with case management services to secure permanent housing. • Department of Public Health, Public Library and Department of Business and Consumer Affairs have developed policies and procedures to implement Strategy D5. • On December 6, 2016, Strategy D5 group reviewed and revised community outreach flyers that can be distributed to homeless individuals and families. Numerous departments would be ready to implement the referral component of this Strategy; however, difficulty in sharing client information between the County departments/agencies and community-based agencies continues to be a barrier. CEO and County Counsel are reviewing a set of questions that could be included in the referral form. 	<ul style="list-style-type: none"> • In February, 2017, LAHSA will retain a consultant to coordinate and facilitate Strategy implementation. • County departments will create and/or revise their internal policies and procedures (if applicable) by June 2017. • Community agencies will continue to collaborate with the County departments.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>D6: Criminal Record Clearing Project</p> <p><u>Target Implementation Date:</u> May 2017</p>	<ul style="list-style-type: none"> On December 15, 2016, the Homeless Policy Deputies authorized up to \$75,000 in one-time HPI carryover funding for LAHSA to retain a part-time consultant for six months to facilitate and coordinate implementation of this Strategy. Implementation planning discussions on direct record clearing services for homeless clients to create a mobile office/outreach model continued during this quarter. On October 26, 2016, the initial meeting with CBOs was convened to get input on best practices for record clearing programs. Representatives from the following agencies attended the meeting: St. Joseph's Center; The Whole Child; HOPICs; Union Station; Integrated Recovery Network; Volunteers of America; People Assisting the Homeless; Homeless HealthCare; and A New way of Life. CBOs will provide additional input electronically in late January/early February in preparation for the next meeting with CBOs. Public Defender is finalizing a draft program fact sheet/outline for the upcoming meeting with CBOs. 	<ul style="list-style-type: none"> Meeting with CBOs in February 2017.
CREATE A COORDINATED SYSTEM		
<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> March 2017</p>	<ul style="list-style-type: none"> In response to meeting and field hearing with Social Security Administration (SSA) and Disability Determination Services (DDS) to discuss enhanced partnership and streamlining process for SSI applications processed by Countywide Benefits Advocacy Programs (StrategiesC4/C5/C6), SSA provided a response confirming feasibility of various enhancements and identifying others that are not possible. 	<ul style="list-style-type: none"> Additional internal discussion on how to maximize partnership with SSA will be scheduled, in light of SSA's response. Meeting with Veterans Administration, DMVA and DHS to discuss partnership, collaboration and streamlining processes for applications for Veterans benefits.
<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"> 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). The target launch date is July 1, 2017. DPH-SAPC continued to collaborate with the California Institute for Behavioral Health Solutions (CIBHS), UCLA, and Change Companies to provide clinical and capacity building trainings for contracted substance use disorder providers. DPH-SAPC continued to meet with the local health plans (L.A. Care and Health Net) to develop memoranda of understanding (MOU) that, when executed, will establish structured coordination of care for common clients. DPH-SAPC continued to develop the required 24-hour beneficiary access line that will provide screening and referral to treatment services to beneficiaries. DPH-SAPC is in the process of determining whether the line will be operated directly by the Health Agency or a local managed care plan. On December 9, 2016, DPH-SAPC received notification that its revised DMC-ODS Fiscal and Rates plan had been approved by the Department of Health Care Services (DHCS) to move forward with the County Implementation Plan. 	<ul style="list-style-type: none"> March 2017: Execute a contract with DHCS to deliver DMC-ODS services. April 2017: Execute a MOU with the health plans. June 2017: DPH-SAPC will develop the beneficiary access line and develop the required agreement/MOU language. DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. DPH-SAPC will work with CIBHS to conduct regional interactive application clinics to provide guidance and individualized technical assistance on becoming certified DMC providers.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> On December 1, 2016, the Quality Improvement and Utilization Management Workgroup met to discuss clinically appropriate drug testing standards, timing requirements for medical necessity determinations, length of the residential grace period, medication assisted treatment certification requirements, the Authorization to Release Public Health Information Form, and the Physician Consultation Service Narrative. As part of its Systems of Care Workgroup, DPH-SAPC also convened the integration of Care for Homeless Individuals Meeting on October 12, 2016 and Investing in the Future of SUD Services meeting on December 15, 2016. 	
<p>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</p> <p>Target Implementation Date: July 2017 (largely dependent on the Whole Person Care pilot and Health Home opportunities)</p>	<p>1. Data integration efforts continued with a goal to share data across County agencies via:</p> <ul style="list-style-type: none"> Comprehensive Enterprise Data & Analytics Repository (CEDAR); Countywide Master Data Management (CWMDM); Whole Person Care (WPC) will create increased identity matching through CWMDM amongst Probation, Sheriff, and DPH/SAPC; and LANES Health Information Exchange: LANES is now able to obtain real-time data feeds on admissions, discharges, and transfers to DHS and other community hospitals and emergency departments. WPC, furthermore, 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). <p>2. Coordinated efforts continued in order to implement Case Management for Health Care Services and to connect Homeless People to Health Care and Services. Housing for Health and the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro LA. WPC will expand outreach (street teams), benefits advocacy (e.g. SSI/SSDI) and care management (homeless care support services) to homeless individuals, and enhance housing support through tenancy support services and the expansion of recuperative care beds.</p> <p>3. Health Literacy Education efforts continue, as the Health Agency continues to enroll qualified homeless individuals in Medi-Cal and assist them to navigate and access primary health care. The Health Agency Social and Behavioral Determinants of Health workgroup is focusing on developing standardized screening approaches across the Health Agency and navigation to local resources to address clients' social and behavioral needs.</p>	<p>Following efforts will continue in this quarter:</p> <ul style="list-style-type: none"> Data integration efforts; Case management for Health Care Services and Connect Homeless People to Health Care and Services; and Health Agency Social and Behavioral Determinants of Health workgroup will develop standardized screening approaches across the Health Agency that will be made available to interested entities across LA county and more broadly. A draft of the instrument will be available in April with a formal report to follow.
<p>E4: First Responders Training</p> <p>Actual Implementation Date: October 2016</p>	<ul style="list-style-type: none"> The initial First Responder training class was held on October 26, 2016. Approximately 100 deputies from Community Partnerships Bureau attended. A meeting with LA County Fire Department was convened on November 3, 2016 to continue discussions regarding the Fire Department's training curriculum. The First Responder training curriculum was integrated into the LASD Crises Intervention Training (CIT) curriculum on December 7, 2016, thereby allowing LASD to train a higher number of personnel in a shorter period of time. Two pilot CIT training classes, which included Homeless training for First Responders, were conducted on December 7 and December 14, 2016. On November 30, 2016, LASD participated on a panel discussion at the Gateway Connections Summit and presented on the First Responder training efforts, as well as efforts related to the County Homeless Encampment Protocol. 	<p>Continue First Responders training sessions in conjunction with the CIT; trainings have been scheduled for late January and February 2017.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E5: Decriminalization Policy</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<p>LASD implemented Strategy E5 on January 1, 2017.</p> <p>During the First Responder training class held on October 26, 2016, the draft Decriminalization Policy was presented to the attendees.</p> <p>A formal presentation of the Decriminalization Policy was provided to the LASD Executive Planning Council on November 16, 2016.</p> <p>An LASD Newsletter has been developed outlining the Decriminalization Policy, which provides field personnel information regarding interaction with the homeless population.</p> <p>CES Leads have commenced hiring SPA-wide Outreach Coordinators and it is projected that they will be fully hired by the end of the first quarter of 2017.</p> <p>E6 lead agencies met with all eight CES regional leads from December 1, 2016 - January 13, 2017 to negotiate contracts for the multidisciplinary staff.</p> <p>Multidisciplinary Teams (MDT) budgets have been submitted by seven of the eight CES regional leads and are in review by E6 lead agencies. The goal is to enter into intensive Case Management Services (ICMS) contracts by the end of February 2017.</p> <p>It is anticipated that the recently-funded MDTs will begin in the first quarter of 2017.</p> <p>The countywide Macro Outreach Coordinator started at LAHSA on December 1, 2016.</p> <p>E6 leadership and HI leadership met with "211" on November 8, 2016 regarding management of the centralized call center. A statement of work was developed and sent to "211" which they reviewed and in response developed a proposal. Discussions are continuing. The target date for the call center will be determined after negotiations with 211 are finalized in February/March 2017.</p> <p>Draft performance metrics for MDTs were shared with SPA Leads for their consideration; their input is pending.</p> <p>Community volunteers continue to be engaged in the planning process.</p>	<p>Disseminate Homeless Policy and Newsletter to all Department personnel.</p> <p>SPAs will finalize hiring of SPA-wide Outreach Coordinators.</p> <p>DHS will finalize MDT ICMS contracts with CES SPA leads by the end of February 2017.</p> <p>SPA leads will begin to staff up MDTs upon finalization of contracts.</p> <p>E6 leads to visit SPAs to continue discussions around SPA-wide implementation of MDTs.</p> <p>DHS will create mechanism for MDTs to "shadow" existing Skid Row C3 teams.</p> <p>Leadership team will finalize centralized call center contract with 211 and then will work with CES SPA leads to implement new outreach referral system.</p> <p>LAHSA will explore how best to integrate centralized call center outreach requests with new HMIS.</p>
<p>E6: Countywide Outreach System</p> <p><u>Target Implementation Date:</u> March 2017</p>	<p>Development of recommendations to strengthen CES</p> <ul style="list-style-type: none"> o In order to obtain community input on future vision for CES and what areas of CES could be strengthened, LAHSA brought all three systems together through monthly meetings that were held with system leaders for adults, families, and youth. o In November, LAHSA also conducted six community feedback sessions for the family system involving representatives from the Family Solutions Centers (FSC) and clients served in the family system. o LAHSA participated the 100-day challenge to end youth homelessness and received national technical assistance and constant input regarding where system improvements can be made. o LAHSA drafted a recommendation to strengthen CES, and submitted it to the County CEO Homeless Initiative for review. <p>LAHSA continued to work with the contractors who were funded through the CES RFP. On November 15, 2017, LAHSA hosted a Housing Navigation kick off session with the contractors to discuss program overview and scope of required services, performance targets and HMIS.</p> <p>LAHSA has finalized contracting with its new HMIS vendor BitFocus. LAHSA and</p>	<p>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.</p> <p>Final recommendations to strengthen CES will be submitted to the CEO in January followed by Homeless Policy Deputies' review and consideration by the Board of Supervisors.</p> <p>LAHSA will participate in a lessons learned and future planning process for the youth system as part of the 100-day challenge.</p> <p>In late January, LAHSA will release the CES for families RFP which will have some identified areas to strengthen CES.</p> <p>By May 2017, LAHSA and new HMIS vendor will</p>
<p>E7: Strengthen the Coordinated Entry System</p> <p><u>Target Implementation Date:</u> March 2017</p>	<p>LAHSA has finalized contracting with its new HMIS vendor BitFocus. LAHSA and</p>	<p>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.</p> <p>Final recommendations to strengthen CES will be submitted to the CEO in January followed by Homeless Policy Deputies' review and consideration by the Board of Supervisors.</p> <p>LAHSA will participate in a lessons learned and future planning process for the youth system as part of the 100-day challenge.</p> <p>In late January, LAHSA will release the CES for families RFP which will have some identified areas to strengthen CES.</p> <p>By May 2017, LAHSA and new HMIS vendor will</p>

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<p>E8: Enhance the Emergency Shelter System</p> <p><u>Implementation Date:</u> Actual – October 2016</p>	<p>BitFocus discussed the transition planning and input on system setup needs. A preliminary timeline for a full switchover of the HMIS system has been developed.</p> <ul style="list-style-type: none"> LAHSA developed a "CES Newsletter" to disseminate stories, policies, and updates to the County and City of LA stakeholders in order to increase communication and collaboration. On November 15, 2016, LAHSA hosted a CES Housing Navigation kick off meeting with the newly-selected contractors to discuss the program, requirements and performance outcome expectations as well as to provide an opportunity to address any questions pertaining to the program. On December 15, 2016, LAHSA and Abt Associates hosted a CES Housing Navigation bootcamp for newly-hired housing navigators to provide an overview of the program, and training on best practices around serving individuals and efficient and effective service delivery. On January 11, 2017, LAHSA Outcomes team hosted a webinar with the contractors to discuss performance outcome targets for the Housing Navigation program and provide an in-depth training on how to successfully meet their targets and outcomes. LAHSA finalized the low-threshold common shelter criteria and continues to assess how the criteria may be implemented. LAHSA has engaged animal advocacy groups to connect them with shelters and collect information on best practices. LAHSA is also evaluating its animal and storage policies and how it can best support the shelters. 	<p>complete the switch over of all programs in the current system to the new system.</p> <ul style="list-style-type: none"> In late January, the new "CES Newsletter" will be disseminated. In February 2017, LAHSA will assess the length of participant shelter stays (pre and post implementation of 24/7 shelter operations). Quality Standards Coordinator and Bridge Housing Coordinator will be hired to continue collaborating with the partners to enhance the system.
<p>E9: Discharge Data Tracking System</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> Developing a quarterly meeting schedule to begin implementation. Currently assessing opportunity to implement discharge data trackers into new HMIS. 	<ul style="list-style-type: none"> Work with CEO-SIB to determine if the Enterprise Linkages Project (ELP) can be leveraged to support this Strategy. Engage community volunteers and leads of Strategies A2, B7, and D2 to get their input on the Discharge Date Tracking System. Schedule Strategy kick off meeting with E9 work group.
<p>E10: Regional Coordination of Los Angeles County Housing Authorities</p> <p><u>Actual Implementation Date:</u> May 2016</p>	<ul style="list-style-type: none"> HACoLA is currently finalizing plans to conduct the next quarterly meeting with local Housing Authorities. HACoLA presented information regarding incentive programs to local Housing Authorities during a meeting of the California Association of Housing Authorities (CAHA) on 10/20/2016. HACoLA has executed interagency agreements with the following seven neighboring Housing Authorities: City of Los Angeles; Pasadena; Inglewood; Baldwin Park; Norwalk; Burbank; and Redondo Beach. HACoLA has also entered into an interagency agreement with the South Gate Housing Authority specifically to administer Project-based Vouchers at a housing community in South Gate. 	<ul style="list-style-type: none"> Continuation of quarterly meetings with Housing Authorities to discuss Strategies and identify areas of collaboration to combat homelessness in Los Angeles County. HACoLA will continue to pursue interagency agreements with the 10 remaining local Housing Authorities.
<p>E11: County Specialist Support Team</p>	<ul style="list-style-type: none"> In November 2016, the Health Agency convened a Strategy E11 meeting with partnering County departments; the County Specialist Support Team's (SuperConnect) scope of 	<ul style="list-style-type: none"> Have the final space design meeting with CEO Real Estate in late January 2017.

Strategy Implementation Date (Actual or Target) Target Implementation Date: May 2017 (soft start) June 2017 (full scale operations)	Status	Next Steps
<p>E12: Enhanced Data Sharing and Tracking Target Implementation Date: June 2017</p>	<p>work, team composition, work flow, plan for community outreach, and budget have been finalized.</p> <ul style="list-style-type: none"> All participating departments have identified staff for the team, most of which are internal candidates. CEO Real Estate is currently working on finalizing the design of space. Construction is expected to begin by March 2017. In October and November 2016, CEO Research and Evaluation Services (RES) convened two meetings with the County departments (CEO; LAHSA; DHS; DMH; DPH; DPSS; Probation; LASD, and HACO/LAVCDC) to develop a broad definition of homeless clients that could be applied operationally and integrated into County data systems. On November 9, 2016, RES compiled a set of files containing the identities of the most expensive homeless single adults in the County to enable the departments to prioritize the most costly 5% among known homeless single adults (5,543 unique individuals) in the County for housing and supportive services. On January 11, 2017, CEO HI and RES convened the E12 workgroup to discuss integration of 5% fields into data systems; options for tracking/reporting utilization of the 5% list; query system to identify individuals on the countywide 5% list who are not on a department's list; common definition of homeless; and effective use of funding for Strategy E12. The County is sponsoring AB 210 (Santiago) to facilitate the sharing of information regarding homeless adults, families and youth. 	<ul style="list-style-type: none"> Hire Director of SuperConnect by March 2017. Complete site preparation by May 2017. Soft startup of SuperConnect in May 2017. Full scale operation to begin in June 2017. In February, 2017, RES will introduce the 5% query system to four County departments (DHS, DMH, DPH and DPSS) and LAHSA. By April, 2017, an approach to estimating cost savings associated with the 5% process will be developed, and performance metrics will be finalized. By April 2017, finalize the homeless definition to be used by departments. Definition integration into data systems remains to be determined, as the departments are assessing their resources to implement this. Explore the most effective uses of funding set aside for the pursuit of goals related to Strategy E12.
<p>E13: Coordination of Funding for Supportive Housing Target Implementation Date: June 2017</p>	<p>The Coordinating Committee initially identified the development of a universal application system to make it easier for developers to apply for, and receive, funding for permanent supportive housing as a priority; however, based on feedback from community and non-profit developers, the creation of a universal application was not their top priority for the coordination of supportive housing funding streams.</p> <p>The changes in the Low Income Housing Tax Credit (LIHTC) have impacted deals that were positioned to close at the end of 2016. LIHTC investors are reacting to anticipated changes in the tax code that will lower corporate tax rates. These anticipated changes have meant that investors have dropped their pricing and in some instances have walked away from deals.</p> <p>Falling pricing on LIHTCs means that the amount of investor capital in projects will be less than previously projected. Consequently, projects will have larger funding gaps that will need to be filled in order for projects to move forward. Funding gaps will need to be filled with soft debt because additional hard debt will negatively impact project sustainability during operations.</p> <p>Based on these issues, the Committee plans to reassess the priorities of this Strategy and determine how best to proceed.</p>	<p>Convene Strategy work group to assess new LIHTC market conditions and other factors impacting the coordination of funding streams.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Implementation Dates:</u> Phase 1 – Actual- August 2016 Phase 2 - Actual - September 2016 Phase 3- Target – June 2017 Phase 4- Actual – October 2016</p>	<p>Phase 1 - Work with LA Coalition to End Youth Homelessness: Since August 2016, LAHSA has developed and/or strengthened partnerships with the LA Coalition to End Youth Homelessness (LACEYH) and the key agencies and systems that interface with youth experiencing homelessness, including DCFS, Probation, DMH, Office of Public Defender (OPD), DHS, LA Community College District, LACOE, Libraries, and the agencies participating in the Performance Partnership Pilot (P3). In addition to inviting agencies to participate in LACEYH Steering Committee and quarterly meetings, agencies have delivered presentations on the programs within their agency that serve youth experiencing homelessness. These presentations will continue in order to educate providers serving youth experiencing homelessness about the programs and resources that exist, and to build relationships between the community and the public agencies.</p> <p>Having Youth CES lead agencies in every SPA has also helped to streamline and target dissemination of emerging resources and programs. For example, in December 2016, the CEO Homeless Initiative shared the new online educational programs launched by the County's Public Libraries. The Career Online High School gives young people experiencing homelessness the opportunity to earn an accredited high school diploma or credentialled career certificate.</p> <p>Phase 2 - Support the Enhancement of the Youth CES:</p> <p>Youth CES expansion took place through the 100 Day Challenge. The Challenge supported the expansion of Youth CES by providing high quality technical assistance that helped the Youth CES Regional Coordinators and partners quickly implement Youth CES; identify and remove barriers; acquire knowledge to make better-informed decisions for building regional capacity; and bring in targeted supports necessary to build out the Youth CES system. In addition to coaching from the Rapid Results Institute, each Youth CES Regional Coordinator was supported by LAHSA and the County CEO Homeless Initiative to create SPA-based teams with key partners at the table, including housing providers, homeless youth support service providers, and key public agency partners that interface with youth experiencing homelessness, including DMH, DCFS, Probation, and YouthSource. Each SPA has developed, collaborated, and built partnerships with other service providers, system partners, and communities outside of their area to support their efforts to house youth experiencing homelessness. Outcomes achieved through this effort included:</p> <ul style="list-style-type: none"> • 1,025 youth ages 18-25 have been assessed through CES, with 50% being assessed through the Youth CES using the Next Step Tool, 9% through the Family CES and 41% through the Single Adult CES; • Exceeding goals of the 100 Day Challenge on Youth Homelessness by housing 257 youth with 77% securing permanent housing and 23% securing transitional housing with a plan for permanent housing in place; and • Significant learning and collaboration across SPAs and with mainstream system partners. Ongoing discussion about system change to better support youth is planned during the "What's Next" workshop scheduled for February 6, 2017 	<ul style="list-style-type: none"> • Continued collaboration across all sectors to develop community plan for ending youth homelessness. • LAHSA is continuing to meet with foundations and other community partners to identify new crisis housing sites to continue to build the capacity of crisis housing for TAY experiencing homelessness across the County. • To better understand the housing capacity needed, Youth CES data will be analyzed to inform the array and types of housing resources needed to meet the needs of youth experiencing homelessness and housing instability. • Continue to identify strategies for removing barriers to accessing housing for youth. • Identification of system enhancements needed within the mainstream systems to more effectively serve youth.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>Phase 3 - Design a Youth Housing Stability Pilot: This pilot will provide a preventive component around youth homelessness by identifying youth who should be referred to the Youth CES. Agencies that interface with youth will administer the tool to see if the youth is at risk for experiencing homelessness and refer to the Youth CES as a means to prevent the youth from becoming homeless. A workgroup meeting is being scheduled for March 2017 to discuss the pilot and whether it makes sense to incorporate this component into Strategy E7, Strengthening the CES, where the concept of a prescreening tool is also being discussed.</p> <p>Phase 4 - Expand programs providing housing navigation, access/drop-in centers, shelter, aftercare/case management and transitional housing for youth. The CES RFP made funding available for Housing Navigation/Coordinated Case Management, crisis housing, and rapid rehousing.</p> <ul style="list-style-type: none"> • Out of the five proposals received for Housing Navigation/Coordinated Case Management, four proposals were funded in SPAs 1,2,4, & 6. • LAHSA worked with Abt Associates to develop and implement a Housing Navigation bootcamp on December 15, 2016. Housing Navigation continues to be a key need across the County for all populations. • Out of the ten proposals received for Rapid Rehousing for TAY, nine were funded across all eight SPAs. • LAHSA worked with Abt Associates to develop and implement a Rapid Rehousing bootcamp on December 1-2, 2016. Through these programs, an estimated 212 TAY are expected to be served. • Three youth specific crisis housing proposals were submitted and all were funded. Two are in SPA 4 and one is in SPA 3. The site in SPA 3 has beds set aside for TAY in a larger crisis housing site. Two additional crisis housing sites, one in SPA 6 and one in SPA 7, set aside beds for TAY. In total, these programs added 60 crisis housing beds for TAY experiencing homelessness. <p>E15: Homeless Voter Registration and Access to Vital Records</p> <p>Actual Implementation Date: January 2017</p>	<ul style="list-style-type: none"> • RR/CC has continued to expand its partnership, outreach and training activities to promote homeless voter registration, identify polling locations, and improve access to vital records. • In October and November 2016, RR/CC attended Homeless Connect Day events in the San Fernando Valley to provide voter registration opportunities and information on obtaining birth certificates. • In December 2016 and January 2017, RR/CC developed a Homeless Initiative Workshop that provides voter registration training, best practices, and strategies to County agencies, departments, and community organizations. • Six community based locations were used as Polling Places on Election Day (November 8, 2016) to accommodate homeless voters. 	<ul style="list-style-type: none"> • Ongoing: Increased efforts to strategically partner with community-based organizations; attend community events that serve homeless populations; and provide voter education and registration outreach and services • January 24, 2017: Voter Registration Training and Workshop will be conducted targeting the County departments/agencies and community partners interested in learning how to register voters (with special emphasis on homeless individuals), promote voter registration and partner with the RR/CC at future outreach events.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E16: Affordable Care Act Opportunities</p> <p><u>Target Implementation Date:</u> July 2017 (largely dependent on the Whole Person Care (WPC) Pilot)</p>	<p>Implementation of this Strategy largely depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes Initiative. LA County's WPC proposal contained extensive funding to support individuals who are homeless, and other high-risk LA County residents. LA County was notified that funding was granted in November 2016. WPC will begin implementation in early 2017 with four of the five homeless programs going live and the remaining programs will be launched in April 2017. Implementation of Health Homes is targeted for 2018, under the leadership of LA County Health Plans. To date, the Health Plans have not provided any definitive information on what shape Health Homes will take in Los Angeles County. 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, 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.</p> <ul style="list-style-type: none"> Enrollment and expansion of access to services for individuals who qualify for Medi-Cal continue. One of ACA's key provisions is the implementation of the Drug Medical Waiver described under Strategy E2; this program is being developed and implemented by DPH SAPC whose plan was approved with planned implementation in July 2017. Workgroups for the five WPC target populations (homeless high-risk, justice-involved high-risk, mental health high-risk, substance use disorder high-risk, and medically high-risk populations) and supporting work to implement the operational structure for WPC are well underway. 	<ul style="list-style-type: none"> Through week of 3/6/17: Enhance partnerships with community-based organizations and voter registration efforts throughout the County through the close of voter registration for the March 7th Special Election. In March, three of the six community based locations will be used as polling sites during the March 7 Special Election. The first principal partners meeting and multi-stakeholder governance structure are being planned for late January 2017 with other community engagement planning efforts following shortly thereafter. The development of a SOW for a Care Management Platform to document health services/interventions delivered to beneficiaries is under development; Contracting models and hiring plans to onboard administrative program staff to manage the WPC programs and to procure community health workers is being developed; A second round of WPC funding has opened and proposals are due in March 2017. Awards are anticipated to be made in July 2017. LA County plans to submit a proposal for consideration in March.
<p>E17: Regional Homelessness Advisory Council and Implementation Coordination</p> <p><u>Target Implementation Date:</u> February 2017</p>	<p>The membership of the Regional Homelessness Advisory Council (RHAC) has been finalized.</p> <ul style="list-style-type: none"> In November 2016, each SPA elected its provider representative to serve on the Regional Homelessness Advisory Council RHAC. In December 2016/January 2017, LAHSA sent nomination materials to the organizations on the RHAC other than homeless service providers. Nominations are currently being received. 	<p>On February 15, 2017, the RHAC will have its first meeting.</p>
<p>INCREASE AFFORDABLE/HOMELESS HOUSING</p>		
<p>F1: Promote Regional SB 2 Compliance</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>In December 2016, following a competitive procurement process, an agreement with a vendor was completed to provide the following services to promote SB2 compliance:</p>	<p>DRP staff will oversee contract and assist consultant in completing services.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>F2: Linkage Fee Nexus Study</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>-Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas.</p> <p>-Develop Best Practices Guide and website.</p> <p>-Reach out to cities for input on development of Best Practices Guide.</p> <p>During this quarter, DRP selected 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. The contract is scheduled to go to the Board of Supervisors on February 7, 2017, and will be implemented soon thereafter.</p>	<ul style="list-style-type: none"> • Kick off project in early February 2017. • Continue developing and vetting various strategies with stakeholder groups. • Continue to coordinate with other County departments to identify potential overlap/create efficiencies between projects.
<p>F3: Support for Inclusionary Zoning for Affordable Rental Units</p> <p><u>Actual Implementation Date:</u> March 2016</p>	<p>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.</p>	<p>County will continue to monitor and support legislation to authorize inclusionary zoning for rental housing.</p>
<p>F4: Development of Second Dwelling Unit Pilot Project</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> • DRP prepared an interim memo to assist with implementation of new State laws on second units/accessory dwelling units that took effect on January 1, 2017: SB 1069 (Wickowski) and AB 2299 (Bloom). The interim memo will ensure continued compliance with State law until the Ordinance update is completed. DRP also updated its draft Ordinance to reflect these new laws. • The CDC Construction Management Unit (CMU) analyzed internal data available on homeowners that could be candidates for participation in the part of the pilot program which is designed to legalize existing unpermitted ADUs. This pool of candidates is made up of homeowners that have applied for various home improvement programs administered by the CDC. • DRP and CDC finalized the structure of the pilot program, which will run on two tracks: one track to facilitate construction of at least one new unit, and another concurrent track to legalize up to three existing unpermitted second units and bring them up to code. 	<ul style="list-style-type: none"> • The ordinance update will be finalized for public hearing. • CDC will hire a consultant to select a candidate to participate in the new-construction track of the pilot program. • CDC, DRP and DPW will select participants in the legalization/upgrade program. • DRP will begin cost analysis to explore potential lowering of permit fees for second units. • CDC will research and make a recommendation of how best to incentivize homeowners to lease their new ADU to a homeless family holding a Housing Choice Voucher (HCV) or other low-income household.
<p>F5: Incentive Zoning/Value Capture Strategies</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>During this quarter, DRP selected 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. The contract is scheduled to go to the BOS on February 7, 2017, and will be kicked off soon thereafter.</p>	<ul style="list-style-type: none"> • Kick off project in early February 2017. • Continue developing and vetting various strategies with stakeholder groups. • Continue to coordinate with other County departments to identify potential overlap/create efficiencies between projects.
<p>F6: Use of Public Land for Homeless Housing</p> <p><u>Target Implementation Date:</u> Spring 2017</p>	<ul style="list-style-type: none"> • County met with the City of Los Angeles regarding their two RFPs for surplus land. These RFPs are in addition to the RFP released by the City of Los Angeles' Chief Administrative Office. Their selection of developers included objective criteria for the selection of developers and a vision for each site created in conjunction with the Council 	<ul style="list-style-type: none"> • Secure Board approval of potential development sites. • Finalize proposed governing structure options and land development policies.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>District where the site is located. These two features helped developers create focused proposals and should be considered for inclusion in the County's RFP.</p> <ul style="list-style-type: none"> Initial list of available County-owned sites is still being vetted for suitability for homeless/affordable housing. Request for Qualifications/Proposals (RFQ/P) is being refined to meet the following objectives: <ol style="list-style-type: none"> Establish a list of pre-qualified developers interested in building affordable/homeless housing, and 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 homeless housing. 	

Abbreviations Key:

ACA	- Affordable Care Act	ISD	- Internal Services Department
CES	- Coordinated Entry System	LAHSA	- Los Angeles Homeless Service 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

Summary of Approved Homeless Initiative Funding

Focus Area / Approved Strategy		Approved Funding	
		HPI- NCC*	Departmental Funding
A. PREVENT HOMELESSNESS			
A1	Homeless Prevention Program for Families	0	\$5 million one-time CalWORKs Fraud Incentives (DPSS)
A2	Discharge Planning Guidelines	0	0
A3	Housing Authority Family Reunification Program	0	0
A4	Discharges From Foster Care and Juvenile Probation	0	0
B. SUBSIDIZE HOUSING			
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	\$3,725,000	\$1 million one-time SB 678 funding (Probation) \$4 million one-time AB 109 funding
B2	Expand Interim Assistance Reimbursement (IAR) to additional County Departments and the Los Angeles Homeless Services Authority	0	0
B3	Partner with Cities to Expand Rapid Re-Housing	\$8,000,000**	\$11 million one-time SB 678 funding (Probation) \$7 million one-time AB 109 funding
B4	Facilitate Utilization of Federal Housing Subsidies	\$2,460,000***	0
B5	Expand General Relief Housing Subsidies	0	Interim Assistance Reimbursement of Rental Subsidies and redirected NCC savings resulting from ACA impact on MSUDRP (DPSS)
B6	Family Reunification Housing Subsidy	\$1,000,000	\$2 million in one-time funding plus Reinvestment of Out-of-Home Placement savings (DCFS)
B7	Interim/Bridge Housing for those Exiting Institutions	\$3,250,000	\$3.4 million one-time SB 678 funding (Probation) \$4.6 million one-time AB 109 funding
B8	Housing Choice Vouchers for Permanent Supportive Housing	0	0
C. INCREASE INCOME			
C1	Enhance the CalWORKs Subsidized Employment Program for Homeless Families	0	CalWORKs Subsidized Employment (DPSS)
C2	Increase Employment for Homeless Adults by Supporting Social Enterprises	\$2,000,000	0
C3	Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs	0	0
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness	0	Current SSIMAP Funding (DPSS)****
C5	Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness.	\$1,200,000 (from Homes for Heroes funding)	0
C6	Targeted SSI Advocacy for Inmates	0	\$1 million one-time AB 109 funding
D. PROVIDE CASE MANAGEMENT AND SERVICES			
D1	Model Employment Retention Support Program.	0	0
D2	Expand Jail In Reach	\$2,000,000	\$3 million one-time AB 109 funding
D3	Supportive Services Standards for Subsidized Housing	0	0
D4	Regional Integrated Re-entry Networks – Homeless Focus	\$800,000	\$2 million one-time AB 109 funding
D5	Support for Homeless Case Managers	0	0
D6	Criminal Record Clearing Project	\$200,000	0
E. CREATE A COORDINATED SYSTEM			
E1	Advocate with relevant federal and state agencies to streamline applicable administrative processes for SSI and veterans benefits	0	0
E2	Drug Medi-Cal Organized Delivery System (DMC-ODS) for Substance Use Disorder Treatment Services	0	Drug Medi-Cal-Outpatient Drug Services (DPH)
E3	Create Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	0	0
E4	First Responders Training	0	0
E5	Decriminalization Policy	0	0

Focus Area / Approved Strategy		Approved Funding	
		HPI- NCC*	Departmental Funding
E6	Countywide Outreach System	\$12,700,000	TBD
E7	Strengthen the Coordinated Entry System (CES)	\$2,000,000	0
E8	Enhance the Emergency Shelter System	\$1,500,000	0
E9	Discharge Data Tracking System	0	TBD
E10	Regional Coordination of Los Angeles County Housing Authorities	0	0
E11	County Specialist Support Team	0	0
E12	Enhanced Data Sharing and Tracking	\$1,000,000	0
E13	Coordination of Funding for Supportive Housing	0	0
E14	Enhanced Services for Transition Age Youth (TAY)	\$3,000,000	TBD
E15	Homeless Voter Registration and Access to Vital Records	0	0
E16	Affordable Care Act Opportunities	0	Medi-Cal (DHS/DMH/DPH)
E17	Regional Homelessness Advisory Council and Implementation Coordination	0	0
F. INCREASE AFFORDABLE / HOMELESS HOUSING			
F1	Promote Regional SB 2 Compliance	\$75,000	0
F2	Linkage Fee Nexus Study	\$450,000	0
F3	Support Inclusionary Zoning for Affordable Rental Units	0	0
F4	Development of Second Dwelling Units Pilot Program	\$550,000	0
F5	Incentive Zoning/Value Capture Strategies	\$50,000	0
F6	Use of Public Land for Homeless Housing	0	0
NEW FY 2015-16 FUNDING ALREADY ALLOCATED BY BOARD OF SUPERVISORS			
Rapid Rehousing for Single Adults		\$10,000,000	0
Rapid Rehousing for Families		\$3,000,000	0
Homeless Prevention for Families		\$2,000,000	0
Homes for Heroes- Combating Veteran Homelessness		\$3,800,000	0
Veterans' Housing Subsidies – Move-In Assistance		\$1,100,000	0
TOTAL NEW FUNDING		*\$65,860,000 one-time funding	*****\$44,000,000 one-time funding plus additional Departmental Funding
FY 2015-16 Homeless Prevention Initiative Base Funding		\$47,540,000	0
GRAND TOTAL		\$157,440,000	

* \$65.86 million is comprised of: (1) \$51.1 million approved by the Board on September 29, 2015; (2) \$4.6 million of FY 2016-17 Affordable Housing dollars that are not dedicated for capital expenditures; (3) \$10.16 million in HPI funding approved by the Board to enhance Strategies B4 in January 2017 and E6 in September 2016.

** For Strategy B3 – Rapid Rehousing, \$2 million is earmarked to serve Transition Age Youth and \$5 million is earmarked for families.

*** For Strategy B4 - An additional \$460K of HPI funds were provided in January 2017 for housing locator and retention service enhancements.

**** \$6.8 million in ongoing annual DPSS SSIMAP funding has been identified for this strategy.

***** For E6 – The funding for this strategy reflects \$3 million initially approved on February 9, 2016, plus \$9.7 million in additional one-time funding approved in September 2016, based on a determination that additional funding was needed to implement the strategy.

***** \$44 million is comprised of: (1) \$5 million of one-time CalWORKs Fraud Incentives from DPSS; (2) \$21.6 million of one-time AB 109 funding; (3) \$15.4 million of one-time SB 678 funding from Probation; and (4) \$2 million of one-time funding from DCFS.

POTENTIAL UTILIZATION BY LOS ANGELES COUNTY OF ANNUAL REVENUE TO COMBAT HOMELESSNESS

CREATE A COORDINATED SYSTEM

Countywide Outreach System (E6)

Enhance the Emergency Shelter System (E8)

Strengthen the Coordinated Entry System (E7)

Enhanced Services for Transition Age Youth (E14)

SUBSIDIZE HOUSING

Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (B1)

Partner with Cities to Expand Rapid Re-Housing (B3)

Facilitate Utilization of Federal Housing Subsidies (B4)

Family Reunification Housing Subsidy (B6)

Interim/Bridge Housing for those Exiting Institutions (B7)

RESERVE FUND FOR UNANTICIPATED NEEDS

PREVENT HOMELESSNESS

Homeless Prevention Program for Families (A1)

Homeless Prevention Program for Individuals

PROVIDE CASE MANAGEMENT & SERVICES

Expand Jail In Reach (D2)

Regional Integrated Re-entry Networks – Homeless Focus (D4)

Criminal Record Clearing Project (D6)

Provide Services and Rental Subsidies for Permanent Supportive Housing

INCREASE INCOME

Increase Employment for Homeless Adults by Supporting Social Enterprise (C2)

Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (C4)

Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (C5)

Targeted SSI Advocacy for Inmates (C6)

Subsidized Employment for Homeless Adults – Employment services, case management

AFFORDABLE HOUSING FOR THE HOMELESS

Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals

Homeless Initiative strategies approved by the Board of Supervisors on February 9, 2016 are identified with a letter and number in parentheses, e.g. (A1). Strategies in **blue bold italics** were added in the special sales tax ordinance approved by the Board of Supervisor on December 6, 2016.



Homeless Initiative Interim Evaluation Brief

February 2017

One year ago, on February 9, 2016, the Los Angeles County Board of Supervisors unanimously approved a historic set of coordinated strategies to combat homelessness, developed through an unprecedented collaboration between County departments, cities, and community partners. During the intervening year, the collaboration which gave rise to the strategies has continued to blossom, as hundreds of people have worked together to bring the strategies to life.

This interim evaluation brief documents some of the highlights of the first year of implementation activity, and illustrates the following:

- Major progress in the implementation of the strategies;
- Substantial synergy across strategies; and
- Significant early outcomes for many of the strategies.

As demonstrated by the below, the sustained commitment of County departments, cities, and homeless services providers working together to combat homelessness continues to be at the heart of the County Homeless Initiative.

Edward, a veteran, lost his job and became homeless. He received shelter at the Union Rescue Mission (URM) in Skid Row. URM staff referred Edward to the People Concern's Rapid Rehousing (RRH) Program. He was enrolled in the RRH program and found permanent housing with rental assistance.

Subsequently, Edward received General Relief, was employed at the URM, and worked towards recertification of his veterans benefits. Edward continued to improve his life, successfully securing new employment that almost tripled his income.

Edward has since reunified with his wife and children, who now live with him.

"Having permanent housing is a blessing. I am no longer homeless and have a safe place to live and share with my family." – Edward

Alisha, a single mother of five children and a survivor of domestic violence, had been in search of a stable, safe home for several years.

In July 2016, she was referred to the County and was issued a Section 8 Voucher for a 3-bedroom rental unit, but she could not find any landlords who were willing to rent to her.

Fortunately for Alisha, the County Housing Authority was able to assist her in her housing search through the Homeless Incentive Program, which provides incentives to landlords and security deposit/move-in assistance to homeless families.

Alisha moved into her new home on September 19, 2016.

"If I didn't get this, I wouldn't have my kids. I know we are going to have a better future now." – Alisha

Big Hershey's dream came true when he set foot in the place he would call home.

Hershey is a 52-year-old disabled man who had been homeless for over two decades. He also made frequent emergency room visits which could have been prevented with stable housing and wraparound services.

Union Station Homeless Services, Ocean Park Community Center and the Department of Health Services collaborated to provide Hershey permanent housing and supportive services through the Housing for Health Program. Hershey then received a Section 8 voucher and found a home through Abode Community Housing.

Hershey's life has come full circle. His mother purchased a plane ticket to visit him; Hershey had not seen his mother for six years.

Feelings of despair went through the minds of **Jasmine and Ramiro** as they drove their car, which doubled as their home. After being priced out of the rental market, the young couple resorted to couch surfing until forced to live in their vehicle.

Through Harbor Interfaith Services, the Youth CES lead for SPA 8, Jasmine and Ramiro were assessed and connected to the Youth Rapid Rehousing Program. Within one week of enrolling in the program, they moved into their first apartment. After moving in, Welcome Home packages were delivered providing basic necessities. The once empty apartment now feels like a home.

"It didn't hit us until we got the keys. We just looked at our case manager and were like 'can we move in tonight?' We just couldn't believe it. We were on the floor and it was completely empty but we were so happy." – Jasmine

County Homeless Initiative Strategies to Combat Homelessness

Implementation Status At-A-Glance

LEGEND	
Fully Implemented	Implementation targeted by April 2017
Partially Implemented	Implementation targeted by July 2017
Implementation TBD	

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

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

A. PREVENT HOMELESSNESS	
A1 Homeless Prevention Program for Families	
A2 Discharge Planning Guidelines	
A3 Housing Authority Family Reunification Program	
A4 Discharges From Foster Care and Juvenile Probation	
D. PROVIDE CASE MANAGEMENT AND SERVICES	
D1 Model Employment Retention Support Program	
D2 Expand Jail In Reach	
D3 Supportive Services Standards for Subsidized Housing	
D4 Regional Integrated Re-entry Networks - Homeless Focus	
D5 Support for Homeless Case Managers	
D6 Criminal Record Clearing Project	

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

F. INCREASE AFFORDABLE/HOMELESS HOUSING		
F1 Promote Regional SB 2 Compliance and Implementation	F3 Support Inclusionary Zoning for Affordable Housing Rental Units	F5 Incentive Zoning/Value Capture Strategies
F2 Linkage Fee Nexus Study	F4 Development of Second Dwelling Units Pilot Program	F6 Using Public Land for Homeless Housing

Homeless Initiative Strategies — Implementation Highlights

Homeless Prevention Program for Families (Strategy A1)

160 families have retained permanent housing; 341 families are currently being assisted with homeless prevention services.

Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (Strategy B1)

Through 2016, 61 individuals have been housed and 174 are searching for housing.

Partner with Cities to Expand Rapid Re-Housing (Strategy B3)

242 households have been housed; 697 households are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County has executed a partnership agreement with the City of West Covina and is currently working on contracts with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing.

Facilitate Utilization of Federal Housing Subsidies (Strategy B4)

183 landlord requests to participate in the Homeless Incentive Program (HIP) have been received. 128 vacant units were secured for voucher holders, with an additional 17 vacant units being processed. 75 homeless households have been successfully housed, with an additional 23 households in the final stages of placement.

Family Reunification Housing Subsidy (Strategy B6)

In January 2017, eight service providers, one from each Service Planning Area (SPA), entered into contracts with the County 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).

Interim/Bridge Housing for Those Exiting Institutions (Strategy B7)

18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County. Since implementation in October 2016, 122 individuals have been placed into an interim/bridge housing bed.

Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (Strategy C2)

16 Social Enterprises have been certified as eligible to receive contracting preferences through the Social Enterprise Preference Program. Eight organizations are pending certification.

Expansion of Jail In Reach (Strategy D2)

Three Social Workers and three Custody Assistants have been hired to provide jail in reach services at Men's Central Jail, in collaboration with four Intensive Case Management Services providers: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.

First Responders Training (Strategy E4)

The training curriculum has been developed and integrated into the Sheriff Department's Crisis Intervention Training. First training was provided on October 26, 2016 with additional sessions provided in December. Future trainings are scheduled.

Decriminalization Policy (Strategy E5)

The Sheriff's Department implemented the Decriminalization Policy on January 1, 2017 and a Department Newsletter outlining the Policy was shared with all field personnel to ensure they are aware of the Sheriff Department's Policy for interacting with the homeless population.

Countywide Outreach System (Strategy E6)

New contracts were awarded for 12 Coordinated Entry System (CES) outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016. Additionally, CES Leads have commenced hiring Service Planning Area-wide Outreach Coordinators, and work is underway to have new multi-disciplinary teams in place in each SPA by March 2017.

Enhance the Emergency Shelter System (Strategy E8)

1,595 shelter beds are now operating 24 hours per day/7 days/week with enhanced services provided on site.

Enhanced Services for Transition Age Youth (Strategy E14)

The Los Angeles County Youth CES was implemented on October 1, 2016. Los Angeles County completed the 100-Day Challenge on Youth Homelessness and exceeded its goals by securing housing for 257 young people, 77% of whom are in permanent housing.

Linkage Fee Nexus Study (Strategy F2)

Incentive Zoning/Value Capture Strategies (Strategy F5)

A consultant was selected to complete 1) 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) studies on existing conditions and markets, linkage fee nexus, and inclusionary housing feasibility.

Ongoing Collaboration with Cities

Recognizing that homelessness is a very complex issue that cannot be effectively addressed by any one entity, the Los Angeles County Homeless Initiative continues to partner with cities around the County. Through this partnership, 19 cities are actively partnering with the County in support of various Homeless Initiative Strategies.

Confronting the Intersection between Domestic Violence and Homelessness

Through the Homeless Initiative, significant collaboration has occurred between the homeless services and domestic and intimate partner violence services delivery systems. This collaboration culminated in a series of recommendations to the Board of Supervisors to strengthen the Domestic and Intimate Partner Violence Services Delivery System in LA County as a means to prevent/reduce the occurrence of homelessness and/or domestic and intimate partner violence.

The County's Homeless Incentive Program and Veterans Incentive Program

900! That's the approximate number of individuals, families and veterans struggling to secure a rental unit with a federal housing voucher issued by the Housing Authority of the County of Los Angeles. The County's Homeless Incentive Program (HIP) and Veterans Incentive Program (VIP) are two solutions under the Homeless Initiative that provide incentives to landlords to rent to homeless individuals/families and veterans with a federal housing voucher. The HIP (for homeless individuals/families) and VIP (for homeless veterans) provides:

- A holding fee of up to one month's rent to hold a vacant unit;
- Damage claim as a financial safety net to landlords for unit costs beyond the security deposit; and
- Tenant move-in and short-term assistance such as security deposit, utility assistance, and furniture.

As of December 2016, close to 100 formerly homeless households have been housed under HIP, and 268 veterans have been housed under VIP.

Confronting Youth Homelessness

A focus on homeless youth within the HI comprehensive plan laid the foundation for LA County to successfully participate in and exceed the goals of the 100 Day Challenge on Youth Homelessness. LA County was selected to be one of three communities nationwide to participate in the 100-Day Challenge. Although LA County's goal was to house 100 youth in 100 days, because of the Homeless Initiative funding to support the Youth Coordinated Entry System and the focused attention on expanding the homeless services delivery system for youth across each Service Planning Area, LA County was able to exceed the goal and successfully housed 257 homeless youth, with 77% placed in permanent housing.

Prioritization of Housing and Related Services to Heaviest Users of County Services

On February 9, 2016, the Board instructed 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. This instruction was based on research which showed that 5% of homeless single adults accounted for 40% of the County's FY 2014-15 expenditures for homeless single adults.

In November 2016, the CEO's Research and Evaluation Services unit (RES) completed preparation of an inaugural set of files containing the identities of the most expensive 5% of homeless single adults in the County based on services utilized during Fiscal Year (FY) 2015-16 – a total of 5,543 individuals. Separate Agency-Specific Files were prepared for each of the seven agencies participating in this prioritization process – Department of Health Services, Department of Mental Health, Department of Public Health, Department of Public Social Services, Probation Department, the Sheriff's Department, and the Los Angeles Homeless Services Authority.

