



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

February 9, 2017

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

From: Sachi A. Hamai
Chief Executive Officer

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"

**Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only**

- **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.

Each Supervisor
February 9, 2017
Page 7

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