

## Homeless Initiative Quarterly Report No. 5 – As of April 19, 2017

### Status of Strategies to Combat Homelessness

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<b>PREVENT HOMELESSNESS</b>		
<p>A1: Homeless Prevention Program for Families</p> <p><u>Actual Implementation Dates:</u> Phase 1: May 2016 Phase 2: November 2016</p>	<ul style="list-style-type: none"> <li>LAHSA released an RFI for legal services and the provider was selected.</li> <li>On March 30, 2017, a kick-off meeting was held between this legal services provider and the Family Solutions Centers (FSCs).</li> <li>The contract began April 1, 2017, and there were trainings for the FSCs on the referral process and services from April 3 – 14. Referrals to the FSC began on April 17, 2017.</li> <li>The FSCs are in the process of hiring additional prevention staff utilizing the A1 funding in order to increase service capacity.</li> <li>The approach to providing prevention services for families experiencing Domestic Violence (DV) is being strengthened. As part of the response to the February 9, 2016 Board Motion on Domestic Violence and Homelessness, LAHSA has been leading an inter-departmental workgroup to address DV issues and protocols for the Continuum of Care (CoC). The workgroup developed an assessment tool and procedure for identifying DV among individuals and families served by all Homeless Family Solutions System (HFSS) programs. LAHSA released an RFP to develop and implement a pilot to test protocols for how the assessment tool should be used. Once tested, LAHSA will integrate use of the tool into CoC provider business processes.</li> <li>Through April 15, 2017, 413 families have received homeless prevention services through the FSCs. Through April 15, 2017, 179 (43.3%) of those families have exited to permanent housing. Many of the other families are still receiving prevention services and have not exited the program.</li> </ul>	<ul style="list-style-type: none"> <li>By August 1, 2017, complete hiring of additional FSC prevention staff.</li> <li>Complete the pilot to test protocols for how the DV assessment tool and procedure will be used by homeless services agencies/partners.</li> </ul>
<p>A2: Discharge Planning Guidelines</p> <p><u>Actual Implementation Date:</u> April 2017</p>	<ul style="list-style-type: none"> <li>A “final” draft of the guidelines have been developed and the workgroup is currently modifying them based on the A2 lead’s one-on-one discussions with partner agencies.</li> <li>A final review of the guidelines has been completed by staff members from the following County departments: DHS, DPH, DMH, WDACS, DCFS, DPSS, Sheriff, and Probation. The County departments approved the guidelines as presented.</li> <li>Workgroup members have been queried to see if they are able to collect data on # of homeless seen, # of discharges, # of housing placements, recidivism rates, and cost savings. The departments all have different challenges regarding how this data would be collected. However it would be helpful to be connected to the Strategy E9 workgroup, which is in charge of discharge data tracking.</li> </ul>	<p>A meeting with the Hospital Association of Southern California is pending.</p>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Actual Implementation Date:</u> March 2016</p>	<ul style="list-style-type: none"> <li>• LASD continues to make referrals from the custody population prior to release. Nineteen inmates have been screened for the Housing Authority of the City of Los Angeles (HACLA) Program.</li> <li>• Probation began screening for homeless individuals who fit the criteria for participation.</li> <li>• Work is being conducted with the contracted program providers to develop a more effective referral process.</li> <li>• Probation is screening probationers reporting for intake and orientation at two area offices within the City of Los Angeles to better focus efforts on those who would more readily qualify for program participation. Eighty-three probationers were screened for the program; however, none qualified.</li> </ul>	<p>Probation will continue to expand its outreach efforts to identify probationers who can qualify and benefit from this Program.</p>
<p>A4: Discharges from Foster Care and Juvenile Probation</p> <p><u>Target Implementation Date:</u> June 2017</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 &amp; 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"> <li>• 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.</li> <li>• Phase 2: 60 days prior to discharge – the CSW or DPO will work with the Youth to identify and explore a checklist of four linkage areas (outlined in the tool) and determine the Youth's linkage plan.</li> </ul> <p>At minimum, at ages 17½ and 20½, the CSW or DPO will ensure that the discharge planning process referenced above commences.</p> <p>As the CSW and DPO will work with youth to execute the 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 are engaging with the departments of Workforce Development, Aging and Community Services and Human Resources regarding employment opportunities for discharging youth.</p>	<ul style="list-style-type: none"> <li>• Finalize the Structured Youth Transition Framework tool.</li> <li>• Draft written protocol for staff.</li> <li>• Work with training arms of DCFS/Probation to ensure appropriate training on discharge planning process.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>SUBSIDIZE HOUSING</b>		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: October 2016</p>	<p><u>Phase 1:</u> 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><u>Phase 1 DPSS data as of March 31, 2017:</u></p> <ul style="list-style-type: none"> <li>• 367 SSI applicants referred for B1 GR Housing Subsidy interview; <ul style="list-style-type: none"> <li>○ 294 or 80% of these SSI applicants were determined eligible for and began searching for rental housing; and</li> <li>○ 84 or 29% of these SSI applicants found housing within 45 days of beginning their search.</li> </ul> </li> </ul> <p><u>Phase 2:</u> 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><u>Phase 2 DHS data as of March 31, 2017:</u></p> <ul style="list-style-type: none"> <li>• 200 clients on the SSI path have been enrolled in DHS' B1 Program.</li> <li>• 20% of these clients have secured permanent housing, while the remaining are searching for permanent housing.</li> </ul>	<p>By May 31, 2017, DPSS will develop a plan to help a participant receiving a B1 GR Housing Subsidy increase their ability to secure housing.</p>
<p>B2: Expand Interim Assistance Reimbursement to additional County Departments and LAHSA</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>CEO is compiling departmental surveys to identify potential claimable expenses to Interim Assistance Reimbursement (IAR) and average number of claimable services per department.</p>	<ul style="list-style-type: none"> <li>• Meeting with impacted departments will be scheduled in May 2017 to discuss survey results.</li> <li>• Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA.</li> <li>• MOU language will be drafted by CEO HI staff for additional County departments/LAHSA and County department administering IAR collection.</li> </ul>
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Actual Implementation Dates:</u> Individuals: June 2016 Families/TAY: October 2016</p>	<ul style="list-style-type: none"> <li>• The City of West Covina has executed an agreement with DHS.</li> <li>• The following cities have pending agreements with DHS: <ul style="list-style-type: none"> <li>○ Alhambra                      ○ Santa Monica</li> <li>○ Pasadena                      ○ West Hollywood</li> </ul> </li> <li>• The City of Pomona has expressed interest in developing an agreement with DHS and/or LAHSA.</li> <li>• DHS will continue to work closely with all parties to ensure timely implementation.</li> <li>• Rapid Rehousing Outcomes: <ul style="list-style-type: none"> <li>✓ Individual: 700 enrolled; 270 housed</li> <li>✓ Families: 203 households/711 persons enrolled; 122/439 persons housed</li> <li>✓ Youth: 100 enrolled; 33 housed</li> </ul> </li> </ul>	<p>DHS staff will continue to work with all cities who have an active interest in allocating funding to the Housing and Job Collaborative to ensure agreements are put in place.</p>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>B4: Facilitate Utilization of Federal Housing Subsidies</p> <p><u>Actual Implementation Date:</u> May 2016</p>	<ul style="list-style-type: none"> <li>• HACoLA conducted a HouseLA event co-sponsored by Housing Authority of the City of Los Angeles (HACLA), Brilliant Corners, City of West Hollywood, The People Concern, and the 3<sup>rd</sup> District Supervisor Sheila Kuehl.</li> <li>• HACoLA conducted a HouseLA event co-sponsored by PATH and 2<sup>nd</sup> District Supervisor Mark Ridley-Thomas.</li> <li>• HACoLA continued its marketing efforts with billboard and bus shelter advertisements throughout Los Angeles County and Fox Business 360 news segments.</li> <li>• HACoLA implemented the additional incentives approved on January 26, 2017. These incentives include: 1) Credit check/Application fee fund; 2) Vacancy Loss fund; and 3) Contingency fund.</li> <li>• As of March 31, 2017, HACoLA: <ul style="list-style-type: none"> <li>○ Received 342 landlord requests to participate in the Homeless Incentive Program (HIP).</li> <li>○ Provided \$476,447 in incentive payments to secure 297 vacant units for voucher and certificate holders, with an additional 27 vacant units currently in process to receive incentive payments.</li> <li>○ Successfully leased 254 formerly homeless families, with an additional nine families in the final leasing stages.</li> </ul> </li> </ul>	<p>HACoLA is scheduling additional HouseLA events with the next event to take place in July 2017 and will continue its marketing and outreach efforts to recruit new landlords to participate in the incentive program.</p>
<p>B5: Expand General Relief Housing Subsidies</p> <p><u>Target Implementation Date:</u> TBD</p>	<p>DPSS continued 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>Currently there is not sufficient MSUDRP savings, so an implementation plan or target date cannot be confirmed.</p>	<ul style="list-style-type: none"> <li>• DPSS will continue to monitor the level of MSUDRP savings.</li> <li>• DPSS will also work with the CEO to identify alternative funding to implement some or all components of this Strategy.</li> </ul>
<p>B6: Family Reunification Housing Subsidy</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• The Community Development Commission entered into two contracts with a service provider 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 the return of the children.</li> <li>• DCFS case workers and court staff are being trained on the B-6 program. As of April 5, 2017, eight trainings have been conducted by DCFS and CDC. Approximately nine more trainings are scheduled for April, May and June, 2017.</li> <li>• As of March 31, 2017: <ul style="list-style-type: none"> <li>○ Total families referrals received from 211 – 22</li> <li>○ Total children referred – 66</li> <li>○ Total families enrolled and receiving supportive services –9</li> <li>○ Total families CalWorks/GAIN eligible – 3</li> <li>○ Total families provided rental assistance – 2</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue to train remaining DCFS workers and court staff on the program.</li> <li>• Approximately nine more trainings are scheduled in April, May and June, 2017.</li> <li>• Monthly meetings will continue to be held every second Tuesday at the Children's Court in Monterey Park.</li> </ul>

<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
<p>B7: Interim/Bridge Housing for Those Exiting Institutions</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> <li>• LAHSA has been working closely with the Jail In-Reach team (Strategy D2) to create referral processes that work well for both groups. LAHSA regularly communicates with their team to get feedback and troubleshoot. Also, LAHSA was a guest at DHS' Office of Diversion and Reentry (ODR) meeting in March.</li> <li>• B7 providers have been increasing connections with their local institutions. For example, Bell Shelter has been receiving referrals directly from with the City of Bell's police department.</li> <li>• Ten agencies were awarded AB 109 funds and eight were awarded HPI funds creating a total of 268 bridge housing beds.</li> <li>• DHS - Based on the needs of the individuals that DHS serves, about half of their clients go into a stabilization bridge housing bed and the other half go into a recuperative care bridge housing bed. The average cost of a DHS funded bridge housing bed is \$100/night. The funding allocated to DHS under B7 covers the cost of 78 beds per year for two years. At this time, all B7 slots are being used by a B7 eligible individual.</li> <li>• DHS manages more than 700 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 interim housing to over 50 individuals who have completed eligibility verification with Sheriff and/or Probation. DHS currently has several hundred clients pending Sheriff and/or Probation eligibility verification.</li> </ul>	<ul style="list-style-type: none"> <li>• LAHSA will continue to provide assistance to shelter providers with implementation.</li> <li>• LAHSA and DHS will continue to discuss how the Jail In-Reach Program can collaborate with the bridge housing programs.</li> </ul>
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p> <p><u>Actual Implementation Date:</u> June 30, 2016</p>	<ul style="list-style-type: none"> <li>• HACoLA implemented a new referral form for individuals and families referred by LAHSA; finalized and implemented the new referral process; continued communication and collaboration with LAHSA, individual CBOs and all parties involved.</li> <li>• Out of the 200 agreed upon referrals utilizing coordinated entry to prioritize the admission of chronically homeless families, HACoLA received 195 referral forms from LAHSA. All 195 referred families were selected from HACoLA's waiting list and were issued an application for housing assistance. To date 166 applications were returned to HACoLA.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to refer voucher holders to the Housing Advisory Unit (related HI Strategy B4) for housing locator assistance.</li> <li>• Continue to process new contracts for voucher holders who have located housing.</li> </ul>
<b>INCREASE INCOME</b>		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p><u>Actual Implementation Date:</u> December 2016</p>	<ul style="list-style-type: none"> <li>• Homeless families are being referred to the Contracted Community-Based Organizations (CBOs) for services and placement.</li> <li>• The CBOs continue to be trained and their placement process strengthened as the program ramps up.</li> </ul>	<ul style="list-style-type: none"> <li>• DPSS will monitor contractor performance data and participant outcomes.</li> <li>• DPSS will continue to provide support to the contracted CBOs as they ramp up.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p>As of March 31, 2017:</p> <ul style="list-style-type: none"> <li>• 160 homeless/formerly homeless participants have been referred to the CBOs for placement <ul style="list-style-type: none"> <li>○ 42, or 26% of those referred have been placed in a subsidized job.</li> <li>○ Two participants have been hired by employers in unsubsidized employment.</li> </ul> </li> </ul> <p>Note: The program is structured for participants to do a 10-month subsidized placement. During the last three months of the program, the CBO spends up to 16 hours in job search activities to help participants find unsubsidized employment. Since the program has only been running for four months, over the next couple of months the subsidized placement rate will increase and in several months, the unsubsidized employment rate will increase.</p>	
<p>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise</p> <p><u>Implementation Dates:</u>  Phase 1: Actual - October 2016  Phase 2: Target - July 2017  Phase 3: Target - July 2017</p>	<ul style="list-style-type: none"> <li>• Phase 1 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, 29 Social Enterprises are certified as eligible to receive a Social Enterprise contracting preference.</li> <li>• Phase 2 includes: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Supporting the creation of Alternative Staffing Organizations (ASOs) by Social Enterprise by providing a subsidy; and 3) Designating ASO's as the preferred temporary staffing agency for County departments, contractors and sub- contractors.</li> <li>• Phase 3 will include leveraging the DPSS CalWORKS Transitional Subsidized Employment Program to place Program participants with ASOs operated by Social Enterprise.</li> <li>• CEO has engaged in conversation with the Department of Workforce Development, Aging and Community Services (WDACS) about how to work together to implement the ASO piece of Phase 2 to ensure the maximum level of employment support and resources are provided to homeless/formerly homeless individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring how to best leverage the WDACS Social Enterprise Employment and Training Program services as the avenue for providing ASOs with subsidy.</li> <li>• Board letter will be drafted designating ASO as preferred temporary staffing agency for County departments, contractors and sub-contractors.</li> <li>• Board letter and ordinance will be drafted to provide contracting preference to subcontractors.</li> </ul>
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p><u>Implementation Dates:</u>  Phase I: Actual - October 2016  Phase II: Target - May 2017</p>	<ul style="list-style-type: none"> <li>• In continuous communication with Social Enterprise Agencies (Downtown Women's Center, Goodwill, and Chrysalis), sending them exam openings, answering questions, and inquiring about recent applicants to County examinations.</li> <li>• Connections made with additional community based organizations and Social Enterprise Agencies to coordinate providing information on preparing for and applying for County employment.</li> <li>• Exploring partnership opportunities with the Salvation Army, REDF, City of LA Economic and Workforce Development Department/LA Rise.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide "Train the Trainer" sessions to ten additional community based agencies requesting the training sessions.</li> <li>• Continue to outreach to additional service providers.</li> </ul>

<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Actual Implementation Date:</u> April 2017</p>	<ul style="list-style-type: none"> <li>• On March 8, 2017, the Board of Supervisors approved seven vendors that were recommended by the evaluation committee for the Countywide Benefits Advocacy Program. Selected vendors by SPA are: <ul style="list-style-type: none"> <li>○ SPA 1- The Catalyst Foundation</li> <li>○ SPA 2- Tarzana Treatment Center</li> <li>○ SPAs 3 and 4 – Volunteers of America</li> <li>○ SPA 5 – St. Joseph's Center</li> <li>○ SPA 6 – Special Service Groups (SSG)</li> <li>○ SPA 7 – People Assisting the Homeless (PATH)</li> <li>○ SPA 8 – Lutheran Social Services</li> </ul> </li> <li>• Teams will be known in the community as CBEST teams.</li> <li>• CBEST staff completed first CBEST training on March 24, 2017 with implementation beginning on April 4, 2017.</li> <li>• DHS staff continue collaborating with Social Security Administration's Executive Branch to discuss enhanced collaboration and designation of liaisons for the CBEST teams.</li> <li>• DHS staff collaborating with HACoLA and other County departments on referral process.</li> <li>• CBEST implementation is beginning with colocated teams at 14 DPSS General Relief offices. Rollout began April 4, 2017 and will be completed by May 26, 2017.</li> <li>• Discussed SOAR technical assistance with funded agencies.</li> <li>• DHS created a portal through the CHAMP data system to track CBEST clients.</li> <li>• DMVA provided on-going training with departmental staff on HI Strategy C5 on March 1, 2017 and April 5, 2017.</li> <li>• DMVA provided SPAs 2,3,4 and eight representatives on veterans benefits from April 10-13, 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-monthly planning meetings continuing with DMVA, LASD, DMH, DHS and CEO strategy leads.</li> <li>• Ongoing weekly conference calls with all contracted agencies and onsite implementation assistance provided to all agencies at DPSS offices countywide and at their field sites.</li> <li>• Additional staff training "boot camps" scheduled for April and May 2017.</li> <li>• Working to get staff cleared for entry into the jail facilities. Workaround process has been identified in the interim.</li> </ul>
<b>PROVIDE CASE MANAGEMENT AND SERVICES</b>		
<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><b>Phase I: Strengthen Existing Job Retention Services And Partnerships</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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,</li> </ul>	<p><b>Phase 1:</b> Continue monitoring implemented activities.</p> <p><b>Phase 2:</b></p> <ul style="list-style-type: none"> <li>• WDACS, Probation, Military and Veterans Affairs, and LAHSA will finalize and execute updates on the Data Sharing MOU.</li> <li>• WDACS will incorporate identified best practices on retention models into America's Job Centers of California operations.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<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"> <li>• DPSS and WDACS executed an updated MOU to allow data sharing of CalWORKs participant information (including homeless/at-risk participants) to cross reference those populations against WIOA and workforce development services populations. The goal is to track and share job retention information regarding those families to measure the effectiveness of D1 retention services.</li> </ul> <p><b>Phase 2: Implementation of New Job Retention Services And Partnerships</b></p> <ul style="list-style-type: none"> <li>• WDACS is in the process of finalizing additional data sharing MOUs with the Probation Department and Military and Veterans Affairs that will also include identified homeless/at-risk individuals in efforts to better coordinate workforce development services.</li> <li>• WDACS is in the process of establishing coordinated service delivery strategies, data sharing (including direct referral services) and co-located service delivery models with LAHSA.</li> <li>• Efforts continue to enhance employment models in the Department of Public Health (DPH) and the Department of Mental Health (DMH) 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 Mental Health Services Act Workforce, Employment and Training funds.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• WDACS will pursue opportunities to partner with higher education to evaluate job retention practices and strategies and identify evidence-based retention models.</li> <li>• WDACS will scale and build on its existing automated referral application that will allow for a more comprehensive and coordinated referral and tracking system for specialized populations.</li> <li>• WDACS will integrate new modules into its existing CalJOBS case management and tracking system that will improve tracking and data management for services to at-risk and homeless participants.</li> <li>• WDACS will implement standardized reports and dashboards that will facilitate the sharing of performance metrics and data with partners.</li> </ul>
<p>D2: Expand Jail in Reach</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• As of April 13, 2017, five agency case managers were providing D2 services: three from Amity and two part-time from Project 180. VOA has one case manager on extended leave of absence, and two additional staff awaiting LASD clearance or orientation. The People Concern (previously known as LAMP) is currently recruiting D2 case managers.</li> <li>• The DHS Clinical Social Workers and several agency case managers attended the United Homeless Healthcare Partners Incarceration and Reentry training on January 26-27, 2017. The DHS Clinical Social Workers also attended one day of the Countywide Benefits Establishment Services Team (CBEST) SSI Program "boot camp" training in March 2017.</li> <li>• Procedures have been put in place and refined for the LASD Custody Assistants to generate a list each morning of inmates who indicate they are homeless at jail intake. An 8 AM daily team huddle was instituted for DHS, LASD and community agency staff to determine case assignments for the day and plan which staff will go to which locations within the jails.</li> <li>• D2 services have been implemented at Twin Towers and Men's Central Jail, where the majority of homeless inmates can be accessed. Services will commence at the Century Regional Detention Center in mid-April, and periodic visits to Pitchess Detention Center will also be initiated.</li> <li>• Because there are no dedicated housing slots associated with D2, services are focused on</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding of final Clinical Social Worker, Custody Assistant, and additional agency case management staff.</li> <li>• Expansion of program to CRDF (women's jail) and initiation of D2 staff visits at Pitchess Detention Center.</li> <li>• Refinement of linkage to B7 bridge housing</li> <li>• Implementation of ongoing case management in the community for selected clients.</li> </ul>



<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
	<p>conducting VI-SPDAT assessments for as many inmates as possible and connecting them to the Coordinated Entry System (CES). D2 staff are also developing small caseloads of clients to case manage through their stay in jail, and working on connecting them to Alternatives to Custody programs, in-jail services such as substance use disorder treatment, and bridge housing upon release.</p> <ul style="list-style-type: none"> <li>• Planning meetings for D2 have been incorporated into the Office of Diversion and Reentry (ODR) Service Provider monthly meetings that include the four in-reach agencies and staff from Housing for Health, ODR, Sheriff's Department, DHS Correctional Health, and Jail Linkage program.</li> <li>• Conference calls were held with LAHSA to establish referral protocols from D2 to the B7 Bridge Housing initiative providing shelter beds for individuals exiting jail and other institutions. A LAHSA representative attended the 3/28/17 D2 planning meeting to troubleshoot issues in accessing the beds.</li> <li>• D2 program managers have been working with LAHSA on including the D2 performance measures in the HMIS system. Preliminary data on these measures should be available to be included in the next quarterly report.</li> </ul>	
<p>D3: Supportive Service Standards for Subsidized Housing</p> <p><u>Target Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> <li>• The County departments continue to work with the City of LA departments on a strategy to develop supportive service standards for supportive housing.</li> <li>• Baseline of Supportive Services Matrix and Services Flow Chart was created and distributed to all workgroup members for review.</li> <li>• Services Flow Chart defines those performance metrics that are dependent on CES and housing market resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize Baseline Supportive Services Matrix with input from PSH funders.</li> <li>• Set up community meeting(s) to gather input from PSH provider agencies and PSH residents with lived experience.</li> <li>• Develop countywide definition of, and quality standards for supportive services.</li> </ul>
<p>D4: Regional Integrated Re-entry Networks – Homeless Focus</p> <p><u>Target Implementation Date:</u> August 2017</p>	<ul style="list-style-type: none"> <li>• Development of D4 implementation strategy continues in conjunction with planning for the County's Whole Person Care (WPC) pilot services for the reentry population.</li> <li>• Whole Person Care reentry workgroup meetings were held on February 10, 2017 and April 12, 2017 with participation from DHS, LASD, DMH, DPH, Probation, LA Regional Reentry Partnership (LARRP), LA Care, and HealthNet. Input and discussion on the design of the D4 program occurred at these meetings.</li> <li>• A plan was agreed upon to augment DHS Master Agreements for Intensive Case Management Services (ICMS) to fund approximately 12 Reentry Network housing specialist positions to be embedded with and serve as a resource to WPC reentry healthcare network agencies across the County.</li> <li>• Creation of the reentry healthcare network is a necessary precursor to the implementation of D4. During this period, the WPC team worked to develop the contracting mechanism for community based agencies to participate in the network. A Work Order Solicitation for Reentry Community-Based ICMS through the DHS Supportive Housing Services Master Agreement was developed during March 2017 and released in April 2017. This will allow selection of the first agencies to participate in the WPC reentry healthcare network in the community. Existing ICMS contracts can then be augmented to fund D4 housing specialists to be embedded within</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of initial set of agencies for Reentry Healthcare Network through review of Work Order Solicitation responses.</li> <li>• Determination of criteria for selecting ICMS providers for contract augmentation to add D4 housing specialists.</li> <li>• Development of duty statement/scope of work for D4 housing specialists.</li> <li>• Agency recruitment, hiring and training of D4 housing specialists.</li> <li>• Placement of D4 housing specialists within Reentry Healthcare Network agencies or WPC Regional Coordinating Centers.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<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>	<p>those agencies or to work regionally from WPC Regional Coordinating Centers.</p> <ul style="list-style-type: none"> <li>Shelter Partnership was retained as consultants to assist the County departments and agencies with the implementation of Strategy D5.</li> <li>During the most recent quarter, 16 meetings took place with 15 individual departments to assess the current status of their Strategy implementation planning efforts and to identify barriers and develop solutions.</li> <li>On January 18 and March 22, 2017, Strategy D5 group-at-large meetings took place to discuss departments' needs to implement the Strategy, potential performance indicators, and referral process that is legally compliant.</li> <li>County Counsel and CEO are coordinating efforts to resolve confidentiality issues pertaining to the referral process.</li> <li>Public Library has further expanded its locations to co-locate community based homeless case managers; Malibu library now contracts with The People Concern to serve the homeless population living in the City of Malibu. Public Library also has developed a Resource Guide for use by library staff to better assist their homeless library patrons.</li> </ul>	<ul style="list-style-type: none"> <li>By May 2017, County departments will finalize their implementation plan.</li> <li>By June 2017, referral process will be finalized.</li> <li>County departments will create and/or revise their internal policies and procedures (if applicable) by June 2017.</li> <li>Community agencies will continue to collaborate with the County departments.</li> </ul>
<p>D6: Criminal Record Clearing Project</p> <p><u>Target Implementation Date:</u>            July 2017</p>	<ul style="list-style-type: none"> <li>The Public Defender submitted a Measure H D6 Mobile Office Proposal for staffing for two mobile office outreach vehicles. The Proposal was the culmination of several meetings with Homeless Initiative stakeholders, leads and partner departments.</li> <li>It was concluded that the best way to effectuate the record clearing process is to directly serve clients where they are located, in partnership with various service providers.</li> </ul>	<ul style="list-style-type: none"> <li>Continue approval process for Mobile Office Outreach Proposal.</li> <li>Continue collaboration with the Probation department on mobile outreach events.</li> <li>Continue development of record clearing project with LAHSA to coordinate pilot record clearing events at local CBOs in every SPA.</li> <li>Continue development of Homelessness Status in Client Case Management System and integration of HMIS Data with current data base.</li> </ul>
<p><b>CREATE A COORDINATED SYSTEM</b></p>		
<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>            June 2017</p>	<ul style="list-style-type: none"> <li>Meeting held in April 2017 with Veterans Administration and DHS to discuss opportunities for enhanced collaboration and streamlining benefits application process for Veterans.</li> <li>While some special processes have been established to support the County's CBEST teams (Strategies C4-C5-C6), collaboration continues with Social Security Administration on how to maximize effectiveness of working relationship with SSA to streamline SSI application process for disabled homeless individuals.</li> </ul>	<ul style="list-style-type: none"> <li>Follow up meeting with Veterans Administration, DMVA and DHS to continue discussion of partnership and collaboration. and identify specific opportunities to streamline processes for applications for Veterans benefits.</li> <li>Continued monitoring of administrative processes developed for CBEST teams implemented as part of Homeless Initiative Strategies C4-C5-C6.</li> </ul>
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p>	<p>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.</p> <ul style="list-style-type: none"> <li>DPH-SAPC contracted with Netsmart Technologies, Inc. for the provision of a Substance Use Disorder Managed Care Information System for Substance Abuse Prevention Control and</li> </ul>	<ul style="list-style-type: none"> <li>April 2017: Execute a MOU with the health plans.</li> <li>May 2017: DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. Upon contract execution with DHCS, DPH-SAPC will</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<u>Target Implementation Date:</u> July 2017	<p>contracted providers who lack electronic health record system. This contract was approved by the Board of Supervisors on April 4, 2017 as an initial 10-year term, with five one-year extension options.</p> <ul style="list-style-type: none"> <li>• DPH-SAPC continued to meet with the local health plans (L.A. Care and Health Net) to develop a Memorandum of Understanding (MOU) that, when executed, will establish structured coordination of care for common clients.</li> <li>• DPH-SAPC convened three meetings with the contracted providers to: Prepare for the new reimbursement and cost reconciliation process; operationalize new clinical standards and practices; and, discuss SAGE (SUD Managed Care Information System).</li> <li>• DPH-SAPC continued to develop the required 24-hour beneficiary access line that will provide screening and referral to treatment services to beneficiaries; it is being developed in coordination with the Health Agency, Whole Person Care and Nurse Advice Lines.</li> </ul>	<p>initiate contract execution with the provider network.</p> <ul style="list-style-type: none"> <li>• June 2017: Execute a contract with DHCS to deliver DMC-ODS services.</li> <li>• June 2017: DPH-SAPC will develop the beneficiary access line and develop the required agreement/MOU language.</li> <li>• December 2017: DPH-SAPC will continue to work with CIBHS beyond the targeted implementation date to provide guidance and individualized technical assistance on becoming certified DMC providers.</li> </ul>
<p>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</p> <p><u>Target Implementation Date:</u>            TBD for Strategies dependent on the Whole Person Care Pilot            2018 for Strategies via Health Home Opportunities</p>	<ul style="list-style-type: none"> <li>• Data integration efforts continued with a goal to share data across County agencies via:             <ul style="list-style-type: none"> <li>○ Comprehensive Enterprise Data &amp; Analytics Repository (CEDAR);</li> <li>○ Countywide Master Data Management (CWMDM): Whole Person Care (WPC) will create increased identity matching through CWMDM amongst Probation, Sheriff, and DPH/SAPC;</li> <li>○ LANES Health Information Exchange: LANES is progressing towards implementation later this year. A key feature of LANES is to obtain real-time data feeds on admissions, discharges, and transfers to DHS and other community hospitals and emergency departments. The funding of WPC, 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), and</li> <li>○ Development of the Care Management Platform (CMP) to track and document enrollments/services to WPC clients is underway. The CMP will embed referral, screening and service delivery instruments into the platform. Efforts to figure out how to integrate this tool across existing DHS/DPH/DMH platforms have been initiated.</li> </ul> </li> <li>• Coordinated efforts are in place to identify individual needs of homeless individuals and link them to services. Housing for Health and the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro LA.</li> <li>• 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 WPC Pilot and the Health Homes Opportunities will enhance the County's ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. The newly-formed, Health Agency Social and Behavioral Determinants of Health workgroup will focus on developing standardized screening approaches across the Health Agency. Screening tools will be made available to interested entities across LA County.</li> </ul>	<p>Following efforts will continue in this quarter:</p> <ul style="list-style-type: none"> <li>• Data integration efforts; and</li> <li>• 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. Finalize mapping data elements against the WPC psycho-social screening instrument, with a report finalized in May with social behavioral determinants of health for the Health Agency.</li> </ul>
<p>E4: First Responders Training</p> <p><u>Actual Implementation Date:</u>            October 2016</p>	<ul style="list-style-type: none"> <li>• A First Responders curriculum follow up meeting with LAHSA was convened to review the curriculum. LAHSA is co-teaching Module One "Understanding the Homeless."</li> <li>• In February, Lieutenant Geff Deedrick spoke regarding the First Responder Homeless training at the San Gabriel Business Summit to End Homelessness hosted by Supervisor Janice Hahn and</li> </ul>	<p>Additional Homeless First Responder training sessions have been scheduled with Crisis Intervention Training on April 12, April 19, May 10, May 17, May 24, June 7, June 14, and June 21<sup>st</sup>.</p>

<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
	<p>at the San Gabriel Business Summit to End Homelessness. Lieutenant Deedrick has several speaking engagements scheduled through June 2017.</p> <ul style="list-style-type: none"> <li>As of March 31, 2017, 13 classes have been taught with approximately 415 deputies and sergeants attending the First Responder training.</li> </ul>	
<p>E5: Decriminalization Policy</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<p>The Decriminalization Policy has been distributed across the Department via a Sheriff Department Newsletter.</p>	<p>Continue to disseminate Homeless Policy and Newsletter to all Department personnel.</p>
<p>E6: Countywide Outreach System</p> <p><u>Actual Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> <li>A meeting was convened with 211 LA to discuss revisions to the E6 communication platform statement of work and to discuss a more streamlined approach to 211's workflow and proposal. The CEO's office, DHS, DMH, and LAHSA participated in the meeting.</li> <li>The Macro E6 Outreach Coordinator met at 211 to begin planning a potential deployment system for web-based referrals and phone calls that will be received through the E6 communication platform.</li> <li>On March 2, 2017: CES SPA-wide Outreach Coordinators and leads had their first Coordination meeting. The group will be meeting monthly and will be working to establish outreach best practices and coordination standards.</li> <li>All but one of the CES leads have hired their primary SPA-wide Outreach Coordinators during this period. One SPA that has multiple outreach coordinators funded continues to hire its additional Coordinators.</li> <li>The Health Agency worked closely with nine community-based partners to develop Multidisciplinary Team (MDT) budgets. On April 6, 2017, the Multidisciplinary Team work orders were approved by the Health Agency and mailed out to the CES SPA leads for their signature. The Health Agency expects that the work orders will be fully executed in April.</li> <li>Year 1 draft performance targets have been developed and are being vetted.</li> <li>A three-year ramp-up budget for E6 has been created and submitted for further consideration by the CEOs Office and the Measure H Revenue Planning Process Work Group.</li> <li>The Health Agency and LAHSA have begun SPA lead meetings to provide technical assistance to ensure that implementation of the MDTs is thoughtful and that a coordinated SPA-wide effort is achieved.</li> <li>On March 24, 2017, key outreach teams met in SPA 6 to discuss E6 and Outreach Coordination.</li> <li>On March 3, 2017 key community partners met in SPA 2 to discuss E6 and Outreach Coordination at their first of four Outreach Summits. LAHSA, DMH and DHS attended the event and presented on the vision of E-6.</li> </ul>	<ul style="list-style-type: none"> <li>Health Agency has hired a staff to manage the MDT work orders who will begin working on training for the MDTs. This staff will be joining the Health Agency on April 24, 2017.</li> <li>SPAs will finalize hiring of remaining SPA-wide Outreach Coordinators.</li> <li>LAHSA will continue to develop capacity with Outreach Coordinators and begin to develop best practices and training schedule.</li> <li>Health Agency will finalize execution of MDT ICMS work orders with CES SPA leads.</li> <li>SPA leads staff up MDTs after finalization of work orders.</li> <li>Health Agency / LAHSA will continue to meet with SPA leads to promote SPA-wide implementation of a coordinated system.</li> <li>Health Agency will encourage MDTs to "shadow" existing Skid Row C3 teams.</li> <li>Leadership team will finalize centralized call center contract with 211 and then will work with CES SPA leads to implement new outreach referral system.</li> <li>LAHSA will explore how best to integrate centralized call center outreach requests with new HMIS.</li> </ul>
<p>E7: Strengthen the Coordinated Entry System</p>	<ul style="list-style-type: none"> <li>LAHSA submitted a draft report to the CEO that included an assessment of the current Coordinated Entry Systems, vision for the future, and identification of areas where the systems could be strengthened. The report was developed with community input from monthly meetings with CES leads from the adult, family and transition age youth populations to focus on strengthening and making improvements.</li> </ul>	<ul style="list-style-type: none"> <li>In May, LAHSA will award new contracts for the CES for families system.</li> <li>By May 2017, LAHSA and new HMIS vendor will complete the switch over of all programs in the current system to the new system.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<u>Target Implementation Date:</u> July 2017	<ul style="list-style-type: none"> <li>Recommendations for the utilization of the one-time funding allocated for E7 in February 2016 were approved at the Homeless Policy Board Deputies meeting in March 2017.</li> <li>In February, LAHSA released a Request For Proposals for the Family CES system. This RFP is currently being evaluated. Award announcements will be made in May for a program start date of July 1, 2017. In preparation for the RFP release, the CES for Families System held a set of community feedback events on the Family System to best inform the creation of the RFP.</li> </ul>	
E8: Enhance the Emergency Shelter System  <u>Implementation Dates:</u> Actual: October 2016 Shelter Augmentation Target : May 2017 Remaining Components	<ul style="list-style-type: none"> <li>LAHSA continues to work with the shelters to implement the low threshold guidelines to increase access and utilization of shelters.</li> <li>LAHSA is continuing to develop the bed availability system that is being piloted in the City of Los Angeles.</li> <li>LAHSA has engaged animal advocacy groups to connect them with shelters and collect information of best practices. LAHSA is also evaluating its animal and storage policies and how it can best support the shelters.</li> <li>From July 1, 2016 to March 31, 2017, 602 households exited the shelter system into permanent housing.</li> </ul>	LAHSA will release a RFP in May 2017 for addressing pet needs at the shelters.
E9: Discharge Data Tracking System  <u>Target Implementation Date:</u> TBD	<ul style="list-style-type: none"> <li>Work continues to confirm quarterly meeting schedule to begin implementation.</li> <li>Establish and implement data sharing strategy, policy, procedure between homeless services and institutional partners.</li> <li>Will work with CEO-Service Integration Branch to determine whether ELP can be leveraged to support this Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Assessing opportunity to implement discharge data trackers into new HMIS system.</li> <li>Kickoff meeting needs to be convened with the strategy team.</li> </ul>
E10: Regional Coordination of Los Angeles County Housing Authorities  <u>Actual Implementation Date:</u> May 2016	<ul style="list-style-type: none"> <li>On March 30, 2017, HACoLA conducted a meeting with Housing Authorities from multiple cities including: the Cities of Los Angeles, Pasadena, Long Beach, Glendale, Santa Monica, Burbank and Compton.</li> <li>Also in attendance were officials from LAHSA, the Los Angeles HUD field office of Public and Indian Housing, and Community Planning Departments.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of quarterly meetings with Housing Authorities to discuss strategies and identify further areas of collaboration.</li> <li>Finalization of a survey to identify topics for subsequent meetings.</li> </ul>
E11: County Specialist Support Team  <u>Target Implementation Date:</u> August 2017 (soft start) September 2017 (full scale operations)	<ul style="list-style-type: none"> <li>County departments involved in implementing Strategy E11 have each designated staff that will be a part of the SuperConnect Team.</li> <li>SuperConnect's scope of work, team composition, work flow, plan for community outreach, and budget have been finalized.</li> <li>Health Agency is continuing to work with CEO Real Estate to complete construction.</li> </ul>	<ul style="list-style-type: none"> <li>Hire Director of SuperConnect.</li> <li>Complete site preparation by May 2017.</li> <li>Soft startup of SuperConnect in August 2017.</li> <li>Full scale operation to begin in September 2017.</li> </ul>
E12: Enhanced Data Sharing and Tracking  <u>Target Implementation Date:</u> June 2017	<ul style="list-style-type: none"> <li>In this quarter, CEO Service Integration Branch hosted Strategy E12 stakeholder meetings to discuss: (1) Addition of housing information to the 5% list; (2) the implementation of an electronic query system to the 5% list process; and (3) the possibility of supplementing the standard 5% process with additional efforts to engage the very most costly patients in the 5% files.</li> </ul>	<ul style="list-style-type: none"> <li>By April, 2017, an approach to estimating cost savings associated with the 5% process will be developed, and performance metrics will be finalized.</li> <li>In May 2017, issue second set of lists through</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<ul style="list-style-type: none"> <li>• The Health Agency is taking the lead in conducting additional outreach and in-reach to engage all persons on the 5% list who incurred County expenditures of at least \$250,000 in 12 months.</li> <li>• CEO SIB also met with County departments on individual efforts to implement the Strategy: <ul style="list-style-type: none"> <li>○ Worked with DMH and DHS to draft a memo to County Counsel regarding the possibility of the two departments obtaining a single 5% list, inclusive of service information, under the heading of the Health Agency. Counsel's response is pending.</li> <li>○ Met with Housing for Health to discuss gaining access to DHS Housing for Health databases and the possibility of adding fields to the data system to capture information from the high-acuity analysis.</li> <li>○ Conference call with Public Defender and Alternate Public Defender to explore the possibility of making high-acuity files available to both departments.</li> </ul> </li> <li>• RES and CIO conducted an online demo of the newly-implemented electronic query system for the 5% process.</li> <li>• Electronic query system was completed and implemented in February 2017.</li> </ul>	<p>the 5% process.</p> <ul style="list-style-type: none"> <li>• In June 2017, host a meeting to identify funding and concrete steps needed to make enhancements to County data systems.</li> <li>• Follow up with PD and APD on the possibility of making 5% files available to both and identify the necessary steps required to do so.</li> <li>• County-sponsored AB 210 to permit sharing of services information through homeless multi-disciplinary teams will continue through the State Legislative Process, after passing unanimously out of the Assembly Human Services and Privacy Committees.</li> </ul>
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>On January 17, 2017, the work group met to review the feedback received from volunteers and developers in the November 2, 2016 community meeting. The work group identified the following priority objectives based upon the community input received:</p> <ul style="list-style-type: none"> <li>• Priority #1 - Coordinated funding application</li> <li>• Priority #2 - Issuance of a bi-annual Notice of Funding Availability</li> <li>• Priority #3 - Alignment of underwriting requirements between public lenders</li> <li>• Other Suggestions – Create local funders' project review panel; pre-qualification of developers</li> </ul>	<p>The strategy work group is reconvening at HCID for a demonstration provided by their IT department on the on-line application that is currently used by HCID.</p>
<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><u>Phase 1- Work with LA Coalition to End Youth Homelessness:</u></p> <p>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 public agencies.</p> <p>Having Youth CES lead agencies in every SPA continues to help streamline and target dissemination of emerging resources and programs.</p> <p><u>Phase 2 – Support the Enhancement of the Youth CES:</u> Youth CES lead and partner agencies, DCFS, County Homeless Initiative, United Way, and</p>	<ul style="list-style-type: none"> <li>• Continued collaboration across all sectors to develop community plan for ending youth homelessness.</li> <li>• E14 Workgroup meetings to continue.</li> <li>• Measure H Program Design Forums to solicit input from broad array of community partners.</li> <li>• Year 1 Forums on CES/Youth CES and Rapid Rehousing programs to identify areas that are working and areas for improvement.</li> <li>• Coaching, technical assistance and capacity building efforts to continue.</li> <li>• LAHSA youth advisory to meet and determine charter. 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.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p>LAHSA participated in the 100 Day Challenge Sustainability Review in Austin, Texas to identify strategies for building on the gains in order to improve, strengthen, and expand Youth CES. The convening was facilitated by A Way Home America and Rapid Results Institute, and attended by representatives from HUD, HHS, NAEH, and Funders Together to End Homelessness. Critical needs were identified including the need for the following: 1) better coordination to support youth exiting foster care and probation; 2) collaborating with workforce development and employment programs; 3) building capacity across an array of housing and support services resources; and 4) most importantly, creating meaningful partnerships with youth to inform programs and systems.</p> <p>Outcomes achieved through this effort included:</p> <ul style="list-style-type: none"> <li>• 1,194 youth have been assessed using the Next Step Tool</li> <li>• 452 youth have been housed (38%)</li> </ul> <p>Continued collaboration with various external partners to further enhance Youth CES and ensure access in the community and community colleges.</p> <p><u>Phase 3 - Design a Youth Housing Stability Pilot:</u>  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>Additionally, Youth Lived Experience Advisory Group (Y-LEAG) formed to ensure the youth voice informs ongoing work in serving youth.</p> <p>Phase 4 - Expand programs providing housing navigation, access/drop/in centers, shelter, aftercare/case management and transitional housing for youth.</p> <p>Funding proposal developed as part of Measure H Revenue Planning process. With implementation of Measure H funding, this component will be significantly enhanced as Measure H funding is primarily proposed to support the above Phase 4 services.</p>	
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Actual Implementation Date:</u>  January 2017</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Conducted Homeless Initiative Workshop, which provided voter registration training, best practices, and strategies to County agencies, departments, and partner organizations.</li> <li>• Attended Burbank Service Connection Day for Homeless Communities and Sylmar Homeless Connect Day. Provided voter registration opportunities and information on obtaining birth certificates.</li> <li>• Voter Registration: There are currently over 1,500 "homeless" voters in the voter database.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Through the week of 5/2/17: Continue partnerships to promote voter education and awareness of upcoming May 16th Los Angeles</li> </ul>

<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
		City General Election. <ul style="list-style-type: none"> <li>• Through the week of 5/22/17: Continue partnerships to promote voter education and awareness of upcoming June 6th Congressional District 34 Special General Election.</li> <li>•</li> </ul>
E16: Affordable Care Act Opportunities  <u>Target Implementation Date:</u> July 2017 (largely dependent on the Whole Person Care (WPC) Pilot funding awarded by the California Department of Health Care Services)	<ul style="list-style-type: none"> <li>• Implementation of Strategy E16 depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes initiative.</li> <li>• WPC began implementation in early 2017 with four of the five homeless programs going live and the one remaining homeless program will be launched in April 2017. Implementation of Health Homes is targeted for 2018, under the leadership of LA County Health Plans.</li> <li>• The Care Management Platform has been developed and enrollment and screening navigation/workflows are being reworked.</li> <li>• Enrollment and expansion of access to services for individuals who qualify for Medi-Cal continue.</li> <li>• 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) and supporting work to implement the operational structure for WPC are well underway. Driver diagrams for the programs and project workflows have been developed. Program staffing, budgeting, a Care Management Platform, contracting models and training plans to support the 11 programs have also been developed.</li> <li>• Approximately 150 positions for Whole Person Care have been collectively agreed upon with the Chief Executive Office, and the budget for FY 2017-18 has been developed, along with enrollment targets for subsequent years. Over 40 contracted Community Health Workers have been recruited and trained for deployment to WPC programs. Recruitment of cohort 2 started in April.</li> <li>• A solicitation to contract for Re-entry Community Based Intensive Case Management Services was released in early April and proposal evaluation begins in late April.</li> <li>• The application for WPC round two has been submitted to the State.</li> <li>• SAPC's plan was approved and implementation is planned for July 2017.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Develop contracting models and hiring plans to onboard administrative program staff to manage the WPC.</li> <li>• Develop a training master agreement for WPC programs.</li> <li>• Develop round two administrative and staffing proposals in anticipation of an award from the State on the WPC round two funding application.</li> <li>• Start enrolling clients across all of the WPC programs and continue to build operational infrastructure.</li> </ul>
E17: Regional Homelessness Advisory Council and Implementation Coordination  <u>Actual Implementation Date:</u> February 2017	The inaugural meeting of the Regional Homelessness Advisory Council (RHAC) occurred on February 15, 2017.	<ul style="list-style-type: none"> <li>• The RHAC will meet quarterly on the following dates in 2017: May 17, August 16, and November 15.</li> <li>• The RHAC will approve its charter on May 17, and will approve the Los Angeles Continuum of Care (LA CoC) Board Bylaws to establish an LA CoC Board by the end of June 2017.</li> </ul>



<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
<b>INCREASE AFFORDABLE/HOMELESS HOUSING</b>		
F1: Promote Regional SB 2 Compliance  <u>Actual Implementation Date:</u> December 2016	<ul style="list-style-type: none"> <li>Request for Bids successfully awarded to vendor in December 2016.</li> <li>Timeline and schedule of deliverables established and finalized with vendor.</li> <li>Draft of report on County zones submitted by vendor.</li> <li>County reviewing report, and suggestions or edits discussed with vendor.</li> </ul>	DRP staff will oversee contract and assist consultant in completing services.
F2: Linkage Fee Nexus Study, and F5: Incentive Zoning/Value Capture Strategies  <u>Target Implementation Date:</u> July 2017	<ul style="list-style-type: none"> <li>During this quarter, DRP and its consultant team initiated work on the Affordable Housing Action Plan for the unincorporated areas of the County. The Action Plan will include analyses and recommendations for an inclusionary housing policy; a linkage fee on development; affordable housing preservation; value capture and incentive zoning strategies; community land trusts and other shared equity models; and other strategies as appropriate.</li> <li>In addition, the consultant team will prepare three studies:               <ul style="list-style-type: none"> <li>(1) an analysis of existing conditions and the real estate market;</li> <li>(2) a linkage fee nexus study; and</li> <li>(3) an inclusionary housing feasibility study.</li> </ul> </li> <li>In February 2017, the consultant contract process was completed and a kick-off meeting was held with the consultant team to begin work on the Action Plan. DRP and the consultant team have held regular conference calls to coordinate efforts on the Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Continue drafting studies, Action Plan, and Action Plan Evaluation Tool.</li> <li>Continue developing and vetting various strategies with stakeholder groups.</li> <li>Continue to coordinate with other County departments to identify potential overlap/create efficiencies between projects.</li> </ul>
F3: Support for Inclusionary Zoning for Affordable Rental Units  <u>Actual Implementation Date:</u> March 2016	<p>In 2016, County supported AB 2502 to allow for inclusionary zoning of rental units, but this bill was not enacted.</p> <p>County is currently supporting AB 1505 to allow for inclusionary zoning of rental units during the 2017 State Legislative session. On April 26, 2017, the bill passed the Housing and Community Development committee 5-2 and is headed to the Assembly Floor.</p>	Continue to support AB 1505.
F4: Development of Second Dwelling Unit Pilot Project  <u>Target Implementation Date:</u> June 2017	<ul style="list-style-type: none"> <li>During the most recent quarter of 2017, DRP, CDC, Public Works (DPW), Arts Commission (LACAC) and the Chief Executive Office (CEO) finalized the design and budget of the Strategy F4 pilot program.</li> <li>DRP finalized a draft of an updated accessory/second dwelling unit ordinance.</li> <li>DRP and CDC finalized a scope of work for a consultant to identify and screen homeowners and assist in creating a loan product for pilot participants to construct a new accessory dwelling unit.</li> <li>DRP, CDC and DPW began identifying potential participants in the unpermitted unit legalization/upgrade track of the pilot program.</li> <li>DRP created a brochure in English and Spanish that will be used to recruit participants.</li> </ul>	<ul style="list-style-type: none"> <li>DRP will conduct community outreach for the ordinance update and finalize the ordinance for public hearing.</li> <li>Upon review and approval of the potential pilot units by the CDC, DRP, and DPW, the CDC will explore the feasibility of, and process for legalizing proposed ADU's, including costs, design, and construction.</li> <li>LACAC will conduct community outreach, collect recommendations from design organizations, and finalize the parameters for the design competition for second dwelling units. LACAC will also launch the design competition, identify exhibition opportunities and</li> </ul>

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
		dates, establish the selection jury for the design competition, collect design competition proposals and select the top three designs.
F6: Use of Public Land for Homeless Housing  <u>Target Implementation Date:</u> Summer 2017	CEO Asset Management branch is finalizing an initial list of County-owned sites suitable for homeless housing. How each of these sites is developed for homeless populations will vary depending on the characteristics of each site.	<ul style="list-style-type: none"> <li>• CEO to finalize initial list of County-owned sites for homeless housing.</li> <li>• Once the list of sites is finalized, CEO/CDC will be recommending Board approval of a general approach to develop each site.</li> <li>• As needed for particular sites, develop RFP for Board approval.</li> </ul>

**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