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August 9, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
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From: Sachi A. Hamai
Chief Executive Officer

HOMELESS INITIATIVE QUARTERLY REPORT #6

On February 9, 2016, the Board of Supervisors (Board) approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 Strategies to combat homelessness, and instructed the Chief Executive Office (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. To date, five quarterly reports have been provided to the Board. This is the sixth quarterly report to the Board which addresses the implementation status of the 47 Homeless Initiative Strategies with highlights and impact stories, status of Board directives and motions, and other key HI activities. The Board also approved four new Strategies on December 6, 2016, as part of the Measure H ordinance. Information on those four Strategies will be included in all subsequent quarterly reports.

Status Update on HI Strategies and Implementation Highlights

Of the 47 HI Strategies approved by the Board, 37 have been fully or partially implemented, as reflected in Attachment I, Implementation Status Update Chart. Of the 17 original HI Strategies now funded through Measure H, all except two have been implemented. Implementation status, and next steps, for the 47 HI Strategies can be found in Attachment II.

County departments and their community partners have made substantial progress in implementing the HI strategies approved by the Board; implementation highlights to date can be found in Attachment III. The impact of the HI is illustrated in Attachment IV, which includes stories of formerly homeless families and individuals who have been successfully assisted.

"To Enrich Lives Through Effective And Caring Service"

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Board Directives and Motions

In addition to implementing the 47 HI Strategies, the Board has directed the CEO to complete various homeless related activities. The following are updates on some of those directives:

- **Measure H Revenue Planning Process and Funding Recommendations**

On February 7, 2017, the Board instructed the CEO to conduct a Measure H Revenue Planning Process to develop funding recommendations for each of the HI Strategies eligible for Measure H funding and report back to the Board with those recommendations on June 13, 2017. The CEO convened a Measure H Revenue Planning Group (Group), and on May 10, 2017, the Group successfully reached consensus on Measure H final funding recommendations for Fiscal Year (FY) 2017-18 and tentative recommendations for FY 2018-19 and 2019-20. On June 13, 2017, the Board approved the funding allocations for each of the Measure H-eligible HI Strategies as recommended by the Group.

- **June 13, 2017 Board Motions**

In addition to approving Measure H funding recommendations, the Board instructed the CEO to report back on the following motions and directives within timeframes ranging from 45 to 90 days:

- Item 6: Crisis Housing for Homeless Women;
- Item 12, Directive #2a: Homeless Count - Unaccounted Populations;
- Item 12, Directive #2b: Homeless Population - Impacted County Departments/Agencies without Funding;
- Items 12, Directive #2c: Measure H Funding for Case Management;
- Item 77-A, Directive #1: Analysis of 2017 Homeless Count results;
- Item 77-A, Directive #2: Semi-annual Measure H Progress Reports;
- Item 77-B, Directive #1: Measure H Funding Flexibility for Glendale, Long Beach, and Pasadena Continuums of Care;
- Item 77-B, Directive #2: Engagement of Continuums of Care;
- Item 77-C: HI strategies applicable to Homeless College Students;
- Item 26: Transition Aged Youth Housing Landscape; and
- Item 26: Subsidized Childcare.

As instructed by the Board, the CEO is actively working with various partners to address each of these motions and directives.

- **Evaluation Plan**

On February 9, 2016, the Board instructed the CEO to report back on the development of an evaluation plan for the 47 HI Strategies. The HI Evaluation Framework was submitted with the November 9, 2016, HI Quarterly Report. The

CEO's Research and Evaluation Services unit (RES) has finalized an evaluation plan based on this Framework, and selected the consultant who will complete the annual evaluation reports for FY 2016-17 and 2017-18. The FY 2016-17 annual evaluation report is scheduled to be completed in January 2018.

- **Motion 47-A, Directive #5: Pilot to Incentivize the Use of Prefabricated Construction**

On April 11, 2016, the CEO provided the Board with a report recommending that the County issue a Request for Proposals (RFP) to develop homeless housing on County-owned property with an option that proposals be innovative in utilizing pre-fabricated/shipping container construction. The implementation of the following HI Strategies support the Board's directive:

- As part of HI Strategy F6: Using Public Land for Homeless Housing, the CEO's Asset Management division is compiling a list of suitable County-owned properties that could be used for homeless housing. In response to both Motion 47-A Directive 5, and HI Strategy F6, the CEO and the Health Agency have identified a vacant property at LAC+USC, and we will be coming to the Board with a recommendation for a pilot project to construct recuperative care beds using prefabricated construction.
 - As part of HI Strategy F7: Housing Innovation Fund, the CEO is in the process of developing a competitive application process that will seek innovative development proposals for homeless housing. The emphasis of the Innovation Fund is to develop homeless housing in a cost-effective and expeditious manner using non-traditional techniques, methods, and/or processes, which may include shipping containers and pre-fabricated and modular construction.
- **Collaboration with Cities and Councils of Government**
On June 13, 2017, the Board allocated \$2 million in one-time funding from the existing Provisional Financing Uses (PFU) budget for regional coordination services by Councils of Government (COGs) and homeless planning grants for cities in the Los Angeles Continuum of Care (all cities other than Glendale, Long Beach, and Pasadena). The goal of this funding is to strengthen partnerships between cities and the County in combating homelessness.

The CEO has allocated \$500,000 of the \$2 million approved by the Board for regional coordination contracts with the COGs, all of whom have expressed interest in contracting with the County. The CEO and the COGs are working together with the goal of executing contracts by the end of September 2017.

The remaining \$1.5 million approved by the Board is available for city homeless planning grants. The Home for Good Funders Collaborative is administering the grant-making process in coordination with the CEO, and the CEO is also consulting with the COGs regarding this process.

The CEO hosted a countywide Cities Web Meeting on July 24, 2017, that included the participation of 56 cities. The Web Meeting focused on the status of the County Homeless Initiative; opportunities for cities to address homelessness through various Homeless Initiative Strategies; and the Request for Proposals for City Planning Grants.

On July 28, 2017, the Funders Collaborative released a RFP for the City Homeless Planning Grant. On August 10, an Informational Session will be held for prospective city applicants to obtain detailed information on the application and ask proposal-related questions. The proposals are due on September 18, and funding decisions will be made in late October. Additional information on the RFP can be obtained at <http://homeforgoodla.org/our-work/funders-collaborative/grantseekers/>.

The CEO will host the second countywide Cities Summit to Combat Homelessness on September 27 at The Carson Center in the City of Carson.

- **Measure H Implementation – Administrative Actions**

On March 14, 2017, the Board instructed the CEO to report back with proposed actions and policy changes needed to ensure the successful implementation of Measure H and the HI Strategies approved by the Board. To accomplish this directive, the CEO conducted two surveys: (1) County departments involved with the HI were surveyed regarding personnel, training, information technology, capital asset development, and contracting; and (2) current and potential community-based contractors were surveyed regarding County and LAHSA contracting processes, barriers and potential improvements.

Based on the results of the surveys, the CEO identified several administrative actions to facilitate the implementation of Measure H. The actions were administrative in nature and did not require policy direction or action by the Board.

Completed Administrative Actions

- **Publicizing Measure H Contract Opportunities:** Based on the results of the community provider survey, the CEO created a Contracting Opportunities Guide (Attachment V) specific to contracting/sub-contracting opportunities made available with Measure H funding in Fiscal Year 2017-18. The Guide is being posted on the HI website and will be distributed at community

engagement meetings, including Los Angeles Homeless Services Authority's (LAHSA) quarterly meetings and Service Planning Area Consortium meetings.

- **Measure H Departmental Staffing:** Six County departments identified the need for 93 additional staff to successfully administer Measure H funding, including the provision of direct services. The CEO expedited the administrative processes necessary to review, justify, and allocate the requested additional positions. Departments were authorized to fill these positions beginning last month. Next month, these positions will be added to the County's budget during Supplemental Changes, except to the extent that departments can utilize long-term vacancies to add staff funded through Measure H.

Administrative Actions in Progress

- **Review of LAHSA's Contractor Payment Process:** The CEO is working with LAHSA in reviewing its contractor payment process to identify improvements to increase efficiency and expedite payment processing. LAHSA is developing an improvement plan for invoice procedures for CEO review. The County's expectation is that LAHSA issue payment within 30 calendar days of receiving an invoice.
- **County Department Access to Homeless Management Information System (HMIS)/HMIS Interfaces with County Systems:** The CEO is currently conducting a review of County departments' access to and utilization of HMIS and a feasibility study of the potential for the creation of interfaces between County systems and the HMIS. The CEO is scheduled to complete the study and provide recommendations in fall 2017.

Other Key Homeless Initiative Activities

- **LAHSA Operational Agreement**
The CEO, Auditor-Controller, and County Counsel collaborated to develop an operational agreement with LAHSA that formalizes the services to be provided by LAHSA and the funding to be provided by the County's Measure H Special Revenue Fund and other sources. The CEO will request approval from the Board to enter into this operational agreement with LAHSA on August 15, 2017.
- **Interfaith Summit on Homelessness**
On June 7, 2017, the CEO and L.A. Voice hosted the County's first Interfaith Summit on Homelessness at the California Endowment, with support from the Conrad N. Hilton Foundation. The Summit, titled "Pursuing the Promise Together,"

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focused on combatting homelessness by building collaboration and common vision between faith organizations and the County, highlighting HI Strategies on which the County and faith organizations can partner, and creating avenues for faith organizations to connect to the Coordinated Entry System. Attachment VI provides detailed information regarding the Summit.

The next HI quarterly report will be submitted on November 9, 2017. If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or at pansell@ceo.lacounty.gov.

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PA:JR:TTD: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 Library
 Arts Commission Public Health
 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 Workforce Development,
 Health Services Aging and Community Services
 Human Resources