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February 8, 2018

To: Supervisor Sheila Kuehl, Chair
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From: Sachi A. Hamai
Chief Executive Officer

HOMELESS INITIATIVE QUARTERLY REPORT NO. 8

On February 9, 2016, the Board of Supervisors (Board) approved the Los Angeles County Homeless Initiative (HI) recommendations, which included 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. On December 6, 2016, the Board approved four new Strategies as part of the Measure H ordinance and those Strategies are now also included in the CEO's quarterly reports.

This is the Homeless Initiative's eighth quarterly report. It shows that Measure H is already gaining traction across all dimensions of the County's fight against homelessness.

Thousands of families and individuals—including veterans and young people—have been directly helped with permanent housing, rental subsidies, benefits assistance, intensive case management, and much more. At the same time, shelter beds have been increased and new outreach teams have hit the streets to connect our most vulnerable residents with a broadening array of services.

While the numbers are encouraging, a humanitarian crisis of such complexity will require sustained focus and collaboration with the County's partners and stakeholders. There are no quick fixes. But this report shows that we're making measurable progress today and building capacity to serve many more of our homeless neighbors in the future.

Status Update on HI Strategies, Impact Stories, Implementation Highlights, and Metrics

Of the 51 HI Strategies approved by the Board, 45 have been fully or partially implemented, as reflected in Attachment I, Implementation Status At-A-Glance. Of the 21 Strategies funded through Measure H, all except two have been partially or fully implemented. Implementation status and next steps for the 51 HI Strategies can be found in Attachment II.

The impact of the HI is illustrated in Attachment III, which includes impact stories of formerly homeless families and individuals who have received assistance through HI Strategies. Implementation highlights for selected Strategies include:

A1: Homeless Prevention Program for Families

From July through December 2017, 658 families were assisted with prevention services through the Family Solutions Centers. Of those 658 families, 143 families exited the program and 92 (64 percent) either retained their housing or transitioned into other permanent housing.

B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)

From July through December 2017, 483 homeless, disabled adults pursuing SSI were housed.

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

From July through December 2017, 1,385 RRH participants were placed in permanent housing.

B4: Facilitate Utilization of Federal Housing Subsidies

From July through December 2017, the Housing Authority of the County of Los Angeles received 193 requests to participate in the Homeless Incentive Program and provided \$233,998 in incentives to landlords to help secure 157 units for housing voucher holders.

B7: Interim/Bridge Housing for Those Exiting Institutions

From July through December 2017, the Department of Health Services (DHS) provided interim housing to 811 individuals who were discharged from institutions.

C4/C5/C6: Establish a Countywide SSI and Veterans Benefits Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness

From July through December 2017, Countywide Benefits Entitlement Services Teams assisted 4,261 disabled individuals with applications for SSI and Veterans Disability Benefits.

D2: Expansion of Jail In-Reach

From July through December 2017, 2,556 inmates received D2 Jail In-Reach services.

D6: Criminal Record Clearing Project

The Public Defender held the initial record clearing services event at the Los Angeles Mission on January 8, 2018 and initiated expungement services for 29 clients.

D7: Provide Services and Rental Subsidies for Permanent Supportive Housing

From July through December 2017, 1,280 clients were linked to new Intensive Case Management Services slots, 637 clients were approved for federal rental subsidies, 354 clients received local rental subsidies, and 248 clients were placed in permanent housing.

E4: First Responder Training

As of December 31, 2017, 33 First Responder Trainings were convened for Sheriff personnel, for a total of approximately 948 deputies and sergeants who have been trained since the inception of the First Responders Training on October 26, 2016.

E6: Countywide Outreach System

During the last quarter, Multidisciplinary Teams (MDTs) connected more than 2,738 individuals to services, placed 441 individuals into interim housing, and linked 359 individuals to a permanent housing program.

E8: Enhance the Emergency Shelter System

Since July 2017, contracts have been awarded to service providers for 302 new Crisis and Bridge Housing beds for Youth and Single Adults. From July 2017 through December 2017, 7,297 individuals entered crisis, bridge, and interim housing. During this same time period, 1,064 individuals were placed in permanent housing. Data includes all participants served in programs funded in whole or in part by Measure H.

E14: Enhanced Services for Transition Age Youth

From July 2016 through December 2017, 3,143 youth were assessed using the Next Step Tool.

Attachment IV contains data on performance metrics for various HI Strategies. The data is from the first two quarters of Fiscal Year (FY) 2017-18, unless otherwise indicated.

Responses to Board Directives and Motions

During the last quarter, the CEO responded to nine Board Motions related to the Homeless Initiative. For summaries of these reports, please see Attachment V.

Other Key Homeless Initiative Activities

Measure H Funding Recommendations for FY 2018-19

On January 30, 2018, the Board instructed the CEO HI to implement a process to review and finalize the Measure H Funding Recommendations for FY 2018-19. The HI is working closely with the lead County departments and agencies for each Strategy to review and develop funding recommendations for each of the 21 Measure H funded HI Strategies. There will be an opportunity for the public to provide comments on draft recommendations at a public hearing scheduled for March 14, 2018, and on-line through the HI website. The HI plans to submit final recommendations for FY 2018-19 for consideration at the May 15, 2018 Board meeting.

Collaboration with Continua of Care (COC)

On June 13, 2017, the Board approved the allocation of Measure H funding to the Glendale and Long Beach COC and instructed the CEO to work with the Los Angeles Homeless Services Authority (LAHSA) and DHS to provide funding to the COCs for certain Measure H funded Strategies. On October 24, 2017, the Board approved the allocation of Measure H funding for certain strategies to the Pasadena COC. The HI is working with LAHSA and the three city COCs to complete their contracts.

In addition, the Board instructed the CEO to engage the three city COCs in meaningful partnerships to ensure the successful implementation of Measure H. Accordingly, the HI, LAHSA, and the three COCs agreed to meet on a quarterly basis. The first meeting was convened on January 29, 2018, and the next meeting is scheduled for April 30, 2018.

Coordination with Cities and Councils of Government (COGs)

On June 13, 2017 and October 17, 2017, the Board of Supervisors allocated over \$2,500,000 for homelessness planning grants for cities in the Los Angeles COC and regional coordination services by COGs. Forty-seven cities applied and were approved for grants to develop customized city plans to prevent and combat homelessness.

Below are key efforts and milestones in working with cities and COGs:

- **Grantees' Orientation:** The HI and United Way Home for Good's Funders Collaborative (Funders Collaborative) co-hosted a Grantees' Orientation with the 47 grantee cities on November 29, 2017, to establish a mutual understanding of the project goals, process, and desired outcomes. A

Homelessness Plan template and complementary Planning Guide were provided and discussed.

- **Technical Assistance:** On January 31, 2018, the HI hosted the first of a series of technical assistance sessions, in collaboration with the Corporation for Supportive Housing, United Way Home for Good, and LAHSA. The first session focused on the homeless service delivery system in Los Angeles County to assist the cities in developing the foundation and framework for their Homelessness Plans. Participants included cities (project directors, elected officials, other relevant department representatives, and public housing authorities), COGs, technical advisors, and County departments.
- **Agreements with cities and COGs:** Eight city agreements have been executed and all remaining contracts are under review with anticipated execution within the next month. Final city plans to prevent and combat homelessness are due by the end of June. Additionally, agreements for regional coordination services have been executed with the San Gabriel Valley, South Bay, and Gateway COGs, while agreements with the Westside, San Fernando Valley, and Las Virgenes COGs are in process.

Assembly Bill 210 Implementation and Prioritization of Housing and Services for Heaviest Users of County Services

County-sponsored AB 210 was signed into law by the Governor on October 7, 2017. AB 210 authorizes counties to establish homeless adult and family multidisciplinary teams to facilitate the expedited identification, assessment, and linkage of homeless individuals and families to housing and supportive services within the County. It allows participating agencies to share confidential information (both verbally and electronically) to coordinate housing and supportive services, ensure continuity of care, and reduce duplication of services.

- AB 210 became effective January 1, 2018. HI is working with County Counsel and participating County departments and agencies to develop a protocol, which will govern the sharing of confidential information within these teams. The protocol is expected to be finalized in February 2018, with initial implementation of AB 210 beginning in March 2018. The Chief Information Office is developing a mobile/computer application to facilitate information sharing authorized by AB 210, with roll-out targeted for August 2018.
- The new law will considerably aid in the County's efforts to prioritize the care of high-cost homeless single adults. Since December 2016, the CEO has made available to eligible County departments files with the names of their clients who are among the five percent of homeless single adults identified as the heaviest users of County services. These files have not included any past or current service information due to confidentiality restrictions. However,

following the execution of the AB 210 protocol, in March 2018, the CEO plans to release the next version of the five percent list with past and current service information included; as a result, participating County departments will know if individuals on that list are utilizing other departments' services. AB 210 will greatly enhance the County's ability to prioritize housing and related services for heavy users of County services, as directed by the Board on February 9, 2016.

Measure H Citizens Oversight Advisory Board

The second meeting of the Measure H Citizens' Oversight Advisory Board (COAB) took place on December 7, 2017, and included the newest member, Greg Morrow, appointed on December 5, 2017, to represent Supervisorial District Five. The next COAB meeting will take place on March 8, 2018, and is open to the public. Information regarding COAB meetings and other related information is posted at: <http://homeless.lacounty.gov/coab/>.

Collaboration with Faith Organizations

Collaboration, outreach, and technical assistance to faith communities continues to be a key focus of the HI. HI staff regularly provides one-on-one HI and Measure H education and technical guidance to faith leaders interested in collaboration. Additionally, through our continued partnership with LA Voice and USC, planning is in progress for a one-time event for faith leaders across the County that covers the following topics: Applying for Measure H funding, integration into the Coordinated Entry System, and advocating for supportive housing. In addition, training slots are being reserved for faith partners in the Homeless Services Training Academy to help strengthen the knowledge and capacity of faith organizations serving people experiencing homelessness.

Job Fairs and Website

The first City-County Homeless Service Provider Job Fair took place in front of Los Angeles City Hall on December 7, 2017. Due to the significant increase in funding from Measure H for homeless services, over 1,000 new positions are currently available across the homeless service delivery system in Los Angeles County. The job fair was well attended with approximately 30 employers participating and over 750 individuals seeking jobs. The City and County of Los Angeles workforce development organizations provided on-site assistance to help build interviewing and résumé skills for job seekers. The County and the City continue to work together to develop future job fairs throughout the County, with the next job fair targeted for March 2018.

Additionally, the HI is pleased to announce the launch of a jobs resource webpage for job seekers who want to work in the homeless services field. Connections to homeless service jobs throughout the County are now available at: www.jobscombattinghomelessness.org; this page is also available on the HI website.

Approved County Strategies to Combat Homelessness Implementation Status At-A-Glance February 2018

LEGEND		
Fully Implemented	Implementation targeted by April 2018	Implementation targeted by Fall 2018
Partially Implemented	Implementation targeted by July 2018	

E. Create a Coordinated System

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

B. Subsidize Housing

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

A. Prevent Homelessness

A1 – Homeless Prevention Program for Families (H)
A2 – Discharge Planning Guidelines
A3 – Housing Authority Family Reunification Program
A4 – Foster Care Discharges
A5 – Homeless Prevention Program for Individuals (H)

C. Increase Income

C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise (H)
C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (H)
C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (H)
C6 – Targeted SSI Advocacy for Inmates (H)
C7 – Subsidized Employment for Adults (H)

D. Provide Case Management and Services

D1 – Model Employment Retention Support Program
D2 – Expand Jail In-Reach (H)
D3 – Supportive Services Standards for Subsidized Housing
D4 – Regional Integrated Re-entry Networks – Homeless Focus (H)
D5 – Support for Homeless Case Managers
D6 – Criminal Record Clearing Project (H)
D7 – Provide Services and Rental Subsidies for Permanent Supportive Housing (H)

(H) – Strategies eligible to receive Measure H Funding

F. Increase Affordable/Homeless Housing

F1 – Promote Regional SB 2 Compliance and Implementation	F4 – Development of Second Dwelling Units Pilot Program	F7 – Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families and Individuals (H)
F2 – Linkage Fee Nexus Study	F5 – Incentive Zoning/Value Capture Strategies	
F3 – Support for Inclusionary Zoning for Affordable Housing Rental Units	F6 – Using Public Land for Homeless Housing	

Homeless Initiative Quarterly Report No. 8

Status of Strategies to Combat Homelessness as of January 12, 2018

Data for selected strategy metrics is available in Attachment IV.

(H) after Strategy Name indicates strategy is eligible to Measure H funding.

Acronyms are spelled out in full at first mention; see appended chart for full list of acronyms.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
PREVENT HOMELESSNESS		
<p>A1: Homeless Prevention Program for Families (H)</p> <p><u>Actual Implementation Dates:</u> Phase 1: May 2016 Phase 2: November 2016</p>	<ul style="list-style-type: none"> Between July and December 2017, 658 families were assisted with prevention services through the Family Solutions Centers (FSCs). Of those 658 families, 143 families exited the program and 92 (64 percent) either retained their housing or transitioned into other permanent housing. The Los Angeles Homeless Services Authority (LAHSA) developed a Request for Proposals (RFP) to expand legal services with Measure H funding. LAHSA received several competitive bids and selected Inner City Law Center. During the last quarter, LAHSA has been working with its partners to enhance its ability to provide services to the families with children in the school system who are at-risk of homelessness. To facilitate referrals between school districts and FSCs, Los Angeles County Office of Education (LACOE) will co-locate an Education Coordinator at each FSC a few days a week. This is part of Strategy E14. A consultant provided Diversion Training for the contractors in December 2017. 	<ul style="list-style-type: none"> Legal services for families at risk of homelessness will begin March 2018. LAHSA will finalize the pilot Domestic Violence (DV) assessment tool and will work to integrate use of the tool into the Coordinated Entry System (CES) provider business processes. This tool will ensure that the needs of DV survivors will be considered in determining eligibility for prevention services.
<p>A2: Discharge Planning Guidelines</p> <p><u>Actual Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> The Guidelines have been developed and are available to all government and private agencies. 	<ul style="list-style-type: none"> Chief Executive Office (CEO) Homeless Initiative (HI) will work with agencies to ensure the Guidelines are utilized as a minimum standard for discharge planning.
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Actual Implementation Date:</u> March 2016</p>	<ul style="list-style-type: none"> Los Angeles Sheriff Department (LASD) continues to make referrals from in custody population prior to release. Probation continues screening for homeless individuals who fit the criteria for participation. LASD made 15 referrals to the Program this quarter and the Probation department screened 917 probationers for Program eligibility. 	<ul style="list-style-type: none"> Continue to expand outreach efforts to identify supervised persons who can qualify for, and benefit from, this program.

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<p>A4: Discharges from Foster Care and Juvenile Probation</p> <p><u>Actual Implementation Date:</u> Phase 1: January 2018</p> <p><u>Target Implementation Date:</u> Phase 2: July 2018</p>	<p>Phase I:</p> <ul style="list-style-type: none"> • An assessment of workload issues and recommendation for additional staffing resulting from enhanced/strengthened policies to prevent discharges into homelessness is underway. • To support the Department of Children and Family Services (DCFS) staff and be a resource for current and former foster youth on housing issues, Coordinated Entry System for Youth (CESY) lead agencies began co-locating in DCFS offices in Service Planning Areas (SPA) 1, 2, and 3. Additional DCFS offices coming on board throughout February 2018, as logistics are worked out. • DCFS, Probation, and homeless service providers participated in Design Day session to learn about the resources available through Homeless Service Delivery System and design pilots described below that are supported by the Home for Good Youth Funders Collaborative. <ul style="list-style-type: none"> ○ Pilots in SPA 2 and 3 focused on connecting CESY lead to discharging youth and youth in AB12 are underway. ○ Ongoing discussion around pilot strengthening connection between Probation and CESY. Pilot targeted for February 2018 • DCFS Bureau of Information Services is developing a web-based questionnaire for Transition Age Youth (TAY) to complete upon exiting foster care. Survey will collect data on housing status. Youth will be encouraged to complete survey upon discharge and six months post-discharge. <p>Phase II will involve:</p> <ul style="list-style-type: none"> • Full implementation of strengthened policy and potentially additional DCFS staffing; • Expansion of pilots described above; and • Enhanced data collection. • 	<ul style="list-style-type: none"> • Monitor implementation of DCFS Pilots. • Prepare for implementation of Probation Pilot. • Design Day Session II scheduled for February 22, 2018 to discuss DCFS and Probation Pilot activity and allow opportunity for DCFS and Probation to educate homeless services providers on resources available through DCFS/Probation.
<p>A5: Homeless Prevention Program for Individuals (H)</p> <p><u>Target Implementation Dates</u> Homeless prevention services: February 2018 Legal services for people at risk of homelessness: March 2018</p>	<ul style="list-style-type: none"> • Unexpected delays have pushed back the anticipated start date of homeless prevention services for individuals by one month. The new implementation date is February 1, 2018. • LAHSA has sent a communication to the adult and youth providers with Rapid Re-Housing (RRH) contracts (Strategy B3) to inform them of amendments to add funding for prevention services. • LAHSA is working to finalize a screening tool for prevention services that will be rolled out with the program. • Award recommendations for legal services prevention programs will be submitted to the LAHSA Commission in January 2018. The anticipated start date has also been pushed back one month to March 1, 2018. 	<ul style="list-style-type: none"> • LAHSA will convene program on-boarding meetings with the agencies who are awarded prevention and legal services funding. • Additional meetings and guidance will be held over the next quarter to ensure successful implementation of the prevention services.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
SUBSIDIZE HOUSING		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI) (H)</p> <p><u>Actual Implementation Dates:</u> Phase 1: June 2016 Phase 2: October 2016</p>	<ul style="list-style-type: none"> The maximum monthly subsidy amount was increased from \$400 to \$475 for new subsidy issuances effective December 1, 2017. This, combined with \$100 from the participants' General Relief (GR) grant, provides for a rental amount up to \$575 per month. Continuing to monitor Strategy B1 subsidy issuances across all 14 GR offices. Re-enforcement training was provided to staff to better identify participants eligible for Strategy B1 subsidies funded under AB 109 (one of the funding sources for Strategy B1). 	<ul style="list-style-type: none"> Continue onboarding activities for new staff funded through Measure H. Continue to work with partners to implement and better integrate Strategy B1 with other Strategies. Assess feedback of Lived Experience Advisory Group. Convene a meeting with community volunteers who have expressed an interest in Strategy B1 to share the Strategy B1 Implementation Plan for Measure H funding to gather feedback to inform the implementation. Convene a meeting with the ten faith-based organizations who expressed an interest in Strategy B1 to explore how we can work together.
<p>B2: Expand Interim Assistance Reimbursement to additional County Departments and LAHSA</p> <p><u>Target Implementation Date:</u> July 2018</p>	<ul style="list-style-type: none"> CEO continues discussions with Department of Public Social Services (DPSS) around assessment of workload impact for handling Interim Assistance Reimbursement (IAR) on behalf of additional County departments and LAHSA. To inform the assessment of DPSS' workload, a comprehensive IAR collection fact sheet and flow chart was prepared by DPSS for interested departments and LAHSA to assist them in assessing their ability to comply with State requirements for IAR claims and project what the anticipated workload would be both internally, and in claims for DPSS to process. 	<ul style="list-style-type: none"> CEO will send the IAR fact sheet and flow chart to interested departments and LAHSA by January 24, 2018. Meeting will be convened in March 2018 with impacted departments to discuss anticipated needs.
<p>B3: Partner with Cities to Expand Rapid Re-Housing (RRH) (H)</p> <p><u>Actual Implementation Dates:</u> Housing and Jobs Collaborative (HJC): January 2016 LAHSA's Family and Youth RRH: September 2016 LAHSA's Single Adult RRH: July 2017</p>	<ul style="list-style-type: none"> Abt Associates held a two-day boot camp for RRH programs on December 5 and 6, 2017, funded by the U.S. Department of Housing and Urban Development (HUD). LAHSA began piloting an Active Contract Management model with adult RRH providers in October. As part of this effort, LAHSA will be providing agencies access to a monthly dashboard featuring their agency performance. Additionally, LAHSA will provide an analyst who will review the report data with each agency monthly. The Department of Health Services (DHS) facilitated meetings with agencies' leadership in October and December to discuss programmatic issues. In addition to holding monthly one-on-one calls with each provider, DHS facilitated a case conferencing call between all providers and Brilliant Corners. 	<ul style="list-style-type: none"> LAHSA received approval from HUD to host monthly boot-camps through the end of the fiscal year. In February, LAHSA will begin to host a RRH learning community with program managers. LAHSA, with DHS participation, has been working on creating policies around prioritization, which will be implemented for RRH programs sometime this fiscal year.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
		<ul style="list-style-type: none"> Continue to conduct monthly calls with agencies.
<p>B4: Facilitate Utilization of Federal Housing Subsidies (H)</p> <p><u>Actual Implementation Date:</u> May 2016</p>	<ul style="list-style-type: none"> The Housing Authority of the County of Los Angeles (HACoLA) has executed agreements with the Housing Authority of the City of Los Angeles (HACLA) and the Housing Authority of the City of Long Beach (HACLB) to implement or enhance incentive programs for homeless individuals and families needing permanent supportive housing, utilizing Measure H funds. Agreements are in process or under review with housing authorities in Redondo Beach, Pomona, Pasadena, Burbank, and Glendale. The following events reflect HACoLA's efforts to share information with the landlord community about available incentive programs: <ul style="list-style-type: none"> A landlord incentive brunch took place on October 12, 2017, hosted by People Assisting the Homeless (PATH). HACoLA participated in the Apartment Association of Greater Los Angeles (AAGLA) conference on October 18, 2017. HACoLA was invited to and made a presentation at the Tulare County Summit on October 25, 2017. HACoLA hosted a table at the Annual Taste of Soul on October 21, 2017. HACoLA attended the Veteran Stand Down event at the West LA Veteran Affairs Campus on October 27, 2017. A HouseLA Event is planned for April 11, 2018, in SPA 5 with Supervisor Kuehl. HACoLA will continue to partner with PATH and LAHSA on future events as well as the administration of the incentives offered under this Strategy. On April 11, 2017, HACoLA was determined by HUD to be a shortfall agency due to federal funding limitations. As such, no new homeless families can be admitted onto the Housing Choice Voucher Program. However, lease-up activities continue with the Continuum of Care/Shelter Plus Care and Veteran Affairs Supportive Housing (VASH) programs. 	<ul style="list-style-type: none"> HACoLA will schedule additional HouseLA events with other local public housing authorities receiving Measure H funding under this Strategy. HACoLA will continue its marketing and outreach efforts to recruit new property owners/managers to participate in its incentive program.
<p>B5: Expand General Relief Housing Subsidies</p> <p><u>Target Implementation Date:</u> December 2017</p>	<ul style="list-style-type: none"> DPSS implemented the automation to increase the maximum monthly housing subsidy amount from \$400 to \$475 for new subsidy issuances effective December 1, 2017. This, combined with \$100 from the participants' GR grant, provides for a housing subsidy of \$575 per month. 	<ul style="list-style-type: none"> DPSS will convene a meeting with community volunteers to gather feedback on Strategy B5 to inform implementation of the GR Housing Subsidy Program.
<p>B6: Family Reunification Housing Subsidy (H)</p>	<ul style="list-style-type: none"> DCFS conducts monthly meetings with Community Development Commission (CDC) and contracted agencies. 	<ul style="list-style-type: none"> DCFS will continue to ramp up efforts to increase the number of families housed and employed.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Outcomes: <ul style="list-style-type: none"> ○ Total children referred: 396 ○ Total families enrolled: 116 ○ Total children permanently housed: 108 ○ Total families permanently housed: 50 	
<p>B7: Interim/Bridge Housing for Those Exiting Institutions (H)</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> • LAHSA, in conjunction with the County Health Agency, continued work to develop a universal referral system into, across, and between LAHSA and Health Agency-funded outreach and shelter providers. A triaging/screening tool was developed and approved by LAHSA and the Health Agency to assist with receiving and routing referrals from hospitals, LASD, Probation, and other agencies. This triaging and screening tool will be utilized to determine the appropriate placement. • A training with MLK Community Hospital and the Department of Public Health (DPH) staff, along with SPA 6 Crisis and Bridge Housing providers, First to Serve and Volunteers of America, was convened during this quarter. LAHSA provided an overview of E8 and B7 funded Crisis and Bridge housing programs and assisted in fostering and developing of enhanced referral networks between hospitals, DPH, and community providers to ensure seamless connection to funded shelter programs. • The Los Angeles County Participant Reporting System (LACPRS), DPH-Substance Abuse Prevention and Control's (SAPC) primary data collection repository, was revised to add Measure H and other homeless-related metrics. • LAHSA, DHS, and DPH finalized protocols for admitting persons with active cases of Hepatitis A into recuperative care beds at MLK Community Hospital. The protocol also includes procedural steps for discharge from hospitals, along with agreed upon processes for referral and transport from hospitals to Measure H shelter programs once the person has been stabilized and is no longer infectious. • DHS and DMH have hired coordinators dedicated to receiving and routing shelter program referrals, and facilitating placement into Health Agency and Measure H funded Interim and Bridge housing programs. 	<ul style="list-style-type: none"> • DPH-SAPC will host a Recovery Bridge Housing (RBH) Provider Network meeting focused on new authorization and discharge procedures, recent transition to the electronic health records system (Sage), and other implementation or contract related issues experienced by RBH providers. • Convene bimonthly meetings with the RBH Provider Network, and implement provider training plans on homeless assessment tools and linkage to the Coordinated Entry System (CES). Trainings will be scheduled during the third quarter of Fiscal Year 2017-2018. • LAHSA posted a job description for a Crisis/Bridge housing placement coordinator. Upon hiring, LAHSA and the Health Agency will implement the universal referral system into its B7 funded Bridge Housing programs. • Work will continue to develop a real-time bed availability system.
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p> <p><u>Actual Implementation Date:</u> June 2016</p>	<ul style="list-style-type: none"> • On April 11, 2017, HUD deemed HACoLA as a shortfall agency due to federal funding limitations. HACoLA was required to suspend all vouchers and applications issued for the Housing Choice Voucher Program (HCV). 	<ul style="list-style-type: none"> • HACoLA will resume leasing activities once the suspension is lifted.
INCREASE INCOME		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p>	<ul style="list-style-type: none"> • Since implementation in December 2016, 586 homeless families have been referred to community-based organizations for services and 282 subsidized placements and 22 unsubsidized employment placements have been reported as of January 18, 2018. 	<ul style="list-style-type: none"> • DPSS Greater Avenues for Independence (GAIN) Program and the South Bay Workforce Investment Board (SBWIB) are working on releasing a

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<p><u>Actual Implementation Date:</u> December 2016</p>	<ul style="list-style-type: none"> LA County Channel 36 completed the Enhanced-Transitional Employment (E-TSE) program video titled, "A Good Job and a Better Life," and provided a link that was posted on several social media platforms (County's Vimeo account, Twitter, and Facebook). https://vimeo.com/243397756 	<p>RFP for a new E-TSE provider in the Antelope Valley area. The previous provider closed its office in Lancaster after its lease was not renewed.</p>
<p>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (H)</p> <p><u>C2 Implementation Dates:</u> Phase 1 (County adoption of Social Enterprise Preference Program): Actual: October 2016</p> <p>Phase 2 (Enhancement of Countywide procurement processes, supporting creation of Alternative Staffing Organizations (ASOs), and designating ASOs as preferred temporary staffing agency for County and County contractors): Target: October 2017</p> <p>Phase 3 (Place DPSS Transitional Subsidized Employment (TSE) program participants with ASOs): Target: November 2017</p> <p>.....</p> <p>C7: Subsidized Employment for Homeless Adults (H)</p> <p><u>C7 Implementation Dates:</u> Phase 1 (Scale LA:RISE model): Actual - July 2017</p> <p>Phase 2 (Implement LA:RISE Countywide): Target - February 2018</p>	<ul style="list-style-type: none"> Implementation of LA City LA:RISE continued. The Department of Workforce Development, Aging, and Community Services (WDACS) worked with Roberts Enterprise Development Fund (REDF), a technical assistance consultant, to plan the roll out of LA County LA:RISE (LAC-LA:RISE) to the other Workforce Development Boards (WDB) and to develop the capacity of the regions' Social Enterprises (SEs). WDACS and REDF met with the other WDBs in the region (Southeast Los Angeles County (SELACO), Foothill, South Bay, Pacific Gateway, and Verdugo) to orient them on the LA:RISE model and assist them in developing a plan to adapt the model to their service areas. Three submitted proposals for Measure H funding to implement LA:RISE. WDACS and REDF reviewed and provided technical assistance on the proposals. A contract with Verdugo WDB was finalized and funding issued. Funding for the two other WDBs is targeted for the end of January 2018. REDF engaged approximately 19 SEs throughout the County to assess capacity, provide capacity development technical assistance, assist them in becoming County-certified SEs, and assist them to apply for WDACS' Social Enterprise Master Agreement. 	<ul style="list-style-type: none"> Finalize contracts with remainder of participating WDBs by February 1, 2018. Issue Work Order and conduct orientation for LA:RISE Social Enterprise services to interested SEs on WDACS' SE Master Agreement. Amend America's Job Centers California (AJCCs) contracts to include funding and scope of work for implementing AJCC LAC-LA:RISE services. Evaluate SE proposals and finalize contracts with winning SEs by end of February 2018. Conduct LAC-LA:RISE training of contracted SEs and participating AJCCs in March 2018. REDF will begin identifying County-certified SEs that are primed for development into an Alternative Staffing Agency (ASO) as part of the implementation of C2. In the third quarter of FY2017-2018, CEO, WDACS, and the Department of Business and Consumer Affairs (DBCA) will work together to draft an ordinance establishing an SE sub-contractor preference for County contracting.

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p><u>Actual Implementation Dates:</u> Phase I: October 2016 Phase II: May 2017</p>	<ul style="list-style-type: none"> • Multiple County departments have initiated or are considering initiating programs to hire homeless or recently homeless people. <ul style="list-style-type: none"> ○ In October 2017, the CEO approved 50 additional positions to hire temporary employees in this targeted population. ○ DHS, through its Whole Person Care (WPC) Initiative, is considering hiring community workers in this target population. In conjunction with WDACS, DHS has plans to enroll County residents who receive County benefits in a training program to become Certified Nursing Attendants and be eligible to apply for DHS positions. • The Career Development Intern classification was revised to include the homeless population as a qualifying specialty requirement. • DHR conducted a "train the trainer" session with Chrysalis Santa Monica on December 1, 2017. • Utilizing DHR's TempLA Registry, over the last quarter DHR hired three additional previously homeless individuals, bringing total hires to 16. They are on temporary assignment in the following departments: Children and Family Services (five), Fire (one), Human Resources (two), Mental Health (one), Public Social Services (five), and Public Works (two). • An additional six individuals were recently hired by the TempLA Registry but had not yet started their assignments at the close of the reporting period. This brings the total homeless/housing insecure hired by the County to 22 individuals. 	<ul style="list-style-type: none"> • DHR will continue to expand its network and conduct outreach to Community Based Organizations (CBOs) and Social Enterprise Agencies (SEAs) to promote the County, engage them in partnering with the County, and conduct "train the trainer" sessions.
<p>Countywide Benefits Entitlement Services Teams (CBEST) (H):</p> <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"> • DHS staff in collaboration with DPSS, Department of Mental Health (DMH) & Inner City Law Center held three, four-day CBEST "boot camps" for contracted staff between October and December 2017. • DHS staff visited each CBEST Community Based location from October-December 2017 along with CBEST clinical and Inner City Law Center teams. • Between October and December 2017, DHS continued to meet with DPSS, LASD, Department of Military and Veterans Affairs (DMVA), Consultation, and Records Retrieval Evaluation Services (CARES) clinical teams, Shelter Partnership and DMH to ensure effective implementation of CBEST. • DHS staff continued to educate both the community and other HI strategy staff (i.e., Strategy E6 Outreach Teams, Strategy D2 Jail In Reach and Whole Person Care (WPC) Reentry Program Staff, E7 and E14 Coordinated Entry System leadership) on CBEST resources for disabled individuals experiencing homelessness. • Completed implementation of CBEST staff at Pitches Detention Center, Twin Towers Correctional Facility and Men's Central Jail, and Central Regional Detention Facility. • In partnership with DPSS, LA County's proposal for Housing and Disability Advocacy Program received funding from California Department of Social Services in the amount of \$17,207,833, which is available for use through June 30, 2020. 	<ul style="list-style-type: none"> • January 2018: Implement the new CBEST procedures. • February 2018: Launch Organizational Representative Payee Program. • March 2018: Implement Housing and Disability Advocacy Program (HDAP) funding. • March 2018: Complete Implementation of all Measure H CBEST Components. • June 2018: Complete coordination with Homeless Systems of Care. • September 2018: Complete coordination with Health and Mental Health Agency Systems of Care. • December 2018: Complete coordination with Children's and TAY Systems of Care.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
PROVIDE CASE MANAGEMENT AND SERVICES		
<p>D1: Model Employment Retention Support Program</p> <p><u>Actual Implementation Dates:</u> Phase 1: January 2017 (DPSS Lead) Phase 2: July 2017 and on-going (WDACS Lead)</p>	<p>Since the last quarterly report:</p> <ul style="list-style-type: none"> • WDACS built model employment retention supports into the LA County LA:RISE (LAC-LA:RISE) program by: <ul style="list-style-type: none"> a) Contractually requiring the five L.A. County Comprehensive AJCCs implementing LAC-LA:RISE to provide model employment retention supports; b) Drafting a Directive to the AJCCs outlining how they are to implement these supports; and c) Developing a training on how to implement model supports. Training will be delivered to AJCCs in March 2018. • The required model supports include the provision of on-the-job coaching and mentoring to the program participant after he or she secures unsubsidized employment in order to assist the participant in mitigating challenges and obstacles experienced on the job, as well as those experienced off the job that may threaten employment retention. LAC-LA:RISE provides currently and formerly homeless individuals and individuals at-risk of homelessness with three to nine months of transitional subsidized employment and wrap-around supportive services followed by AJCC career development, job training, and employment services. • From October - December 2017, WDACS met bi-weekly with LAHSA to design a system-to-system referral pilot called "Home2Work" in which LAHSA-contracted homeless services agencies will refer clients to County AJCCs for employment services and LA:RISE program participation. WDACS' Research & Statistics Unit created a Home2Work automated referral system (ARS), which LAHSA service agencies will use to refer participants to AJCC services electronically. The ARS allows referral status to be tracked from one agency to the other. • In December 2017, WDACS and LAHSA conducted cross-training between AJCC staff and LAHSA homeless services provider staff regarding each agency's services. • DPSS continues to share and cross-reference data on employable homeless/at-risk CalWORKs participants. This data allows WDACS to provide coordinated and comprehensive services and to measure the effectiveness of D1 retention services. DPSS will also be sharing employable GR participant data with WDACS in upcoming months. • WDACS is finalizing development of a specialized module within CalJOBS to track all career development, job training, employment and retention activities and outcomes of clients served at the AJCCs with Measure H funding, including those in the LAC-LA:RISE program and clients that were referred by DPSS, LAHSA, DPH, Probation and/or LASD who are impacted by homelessness. • DPSS continues to reinforce existing Post-Employment Services (PES) policy with its homeless case managers, including those co-located at LAHSA's eight Family Solution Centers. • DPSS continues to work with South Bay Workforce Investment Board (SBWIB) to ensure homeless participants in Enhanced Transitional Subsidized Employment (ETSE) (families 	<ul style="list-style-type: none"> • Complete LAHSA/AJCC Home2Work ARS. • Train LAHSA-contracted homeless service agency and AJCC staff on the ARS. • Issue Work Order to social enterprises on WDACS' Social Enterprise Master Agreement List for the provision of LAC-LA:RISE services. • Complete AJCC contract amendments for the provision of AJCC LAC-LA:RISE services, including employment retention supports. • Train both SEs and AJCCs on implementing LAC-LA:RISE

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	served by HI Strategy C1) are co-enrolled into the Workforce Innovation and Opportunities Act (WIOA) so they can receive job retention services through WIOA.	
<p>D2: Expand Jail In Reach (H)</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Monthly D2 planning/collaboration meetings were held during this quarter. The meetings are held in conjunction with the Office of Diversion and Reentry (ODR) service provider monthly meetings and include the four in-reach agencies and staff from Housing for Health, ODR, LASD, and DHS Correctional Health. • D2 case conference meetings were instituted during this period with each of the active in-reach agencies. Individual client cases are discussed to troubleshoot and collaborate on case planning and services. Meetings are being scheduled weekly with The People Concern and monthly with Project 180 and Amity Foundation. • Project staffing: Each of the four contracted agencies is working to hire three case managers, for a total of 12 case managers for the D2 Program. Currently 8 positions are filled: The People Concern and Amity Foundation both have two active case managers and are recruiting for a third; Project 180 has three active case managers; and Volunteers of America has one active case manager and is recruiting for two additional staff. During this period, recruitment took place to fill the vacancy for the fourth DHS Clinical Social Worker position, and a candidate was selected and is going through the onboarding and clearance process. • During this reporting period, the Program stopped utilization of Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) assessments for most individuals in jail experiencing homelessness. D2 has switched to an emphasis on quality, ongoing case management of clients and cultivation of relationships with community service providers in order to better link clients to services. This is expected to result in a much smaller number of clients being served, but a higher number of clients being successfully connected to services and housing. • D2 Clinical Social Workers focused their efforts on developing partnerships and referral mechanisms with community agencies to better link clients to needed services in the community. • D2 staff has been successful in collaborating with the Sheriff's Chaplain and connections were made with the LA Mission, which runs several faith-based programs for educationally-based permanent housing solutions. • D2 staff connected with The Bible Tabernacle in Santa Clarita to create an opportunity for interested clients to be connected to faith-based services upon reentry to the community. • D2 has connected with Hope Again in Hollywood, which is a faith based housing program that assists clients with interim housing and access to CES permanent housing solutions. The Sheriff's Chaplain is also assisting D2 as needed for referrals to this agency. • D2 Staff is actively working on connecting with the major faith communities around the County to ensure that all clients (as requested) are linked to their faith of choice/resources upon reentry. 	<ul style="list-style-type: none"> • Continue engagement with CES SPA lead agencies, housing matchers, and other community agencies to troubleshoot CES matching with housing resources, and to foster collaboration • In-reach agencies to continue recruitment for vacant case manager positions

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<p>D3: Supportive Service Standards for Subsidized Housing</p> <p><u>Target Implementation Date:</u> July 2018</p>	<ul style="list-style-type: none"> The workgroup has not met during this past quarter due to difficulties in scheduling meetings and obtaining input from stakeholder organizations. The target implementation date has been moved to July 2018. 	<ul style="list-style-type: none"> Finalize Baseline Supportive Services Matrix with input from all housing authorities in the County. Set up community meeting(s) to gather input from Permanent Supportive Housing (PSH) provider agencies and PSH residents with lived experience. Develop countywide definition of high-quality supportive services. Develop quality standards for supportive services. Next workgroup meeting will be scheduled in February 2018.
<p>D4: Regional Integrated Re-entry Networks – Homeless Focus (H)</p> <p><u>Target Implementation Date:</u> April 2018</p>	<ul style="list-style-type: none"> As part of the Whole Person Care (WPC) Reentry program, contract agencies for “Reentry Community-Based Intensive Case Management Services” (RCB-ICMS) have been selected; however, issues with the WPC web-based case management system have delayed the start-up for most contractors until January 2018. The agencies will implement a model where community health workers with lived experience of prior incarceration will provide navigation and support to individuals reentering the community from jail or prison. In fall 2017, ODR developed a parallel contracting process, initially open to the same set of contract agencies, to implement similar reentry case management services funded through Proposition 47 and SB 678 funds. These contracts are expected to start in February or March 2018. To date, the proposed plan for D4 has been to expand the RCB-ICMS contracts to add 12 housing navigators/homeless case managers from existing RCB-ICMS provider agencies with homeless services expertise, and to assign these staff to serve as resources to clinics and other organizations serving homeless individuals returning to the community from jail or prison. 	<ul style="list-style-type: none"> Submit proposal to CEO HI office for reprogramming of D4 funds to permanent supportive housing slots. The D4 lead agencies propose to engage community partners in the next quarter to gather input on this recommended change to the use of D4 funds.
<p>D5: Support for Homeless Case Managers</p> <p><u>Implementation Dates:</u> Actual: December 2016 DMH and Public Library</p> <p>Target: December 2017 – March 2018 For remaining applicable County departments</p>	<ul style="list-style-type: none"> During this quarter, CEO and LAHSA focused on providing individual technical assistance to the departments implementing the referral and co-location process in coordination with the community homeless case managers. As of January 15, 2018, five additional departments (DCBA, Alternate Public Defender, Public Defender, Child Support Services Department, and Department of Animal Care and Control) have begun implementing the referral process. Remaining departments are expected to begin implementation by March. LAHSA has facilitated discussions among County departments and CES leads to identify and match departments to the SPAs of their interest to explore participation in regional case conferencing. 	<ul style="list-style-type: none"> Remaining County departments and agencies that can use the referral process to improve homeless clients’ linkage to the services will implement the process. WDACS will co-locate two CES providers at its Adult Protective Services site. Departments will begin their participation in Regional Case

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • Departments that have direct interface with community homeless case managers have identified a homeless liaison to assist them in care coordination and navigation. 	<p>Conferencing in the SPAs that they identified as high priority.</p> <ul style="list-style-type: none"> • A directory of departmental/agency homeless liaisons will be developed and shared with homeless case managers.
<p>D6: Criminal Record Clearing Project (H)</p> <p><u>Actual Implementation Date:</u> January 2018</p>	<ul style="list-style-type: none"> • Criminal record clearing team staff are proceeding with outreach at scheduled events while the D6 outreach vehicles are being outfitted for use. Two outreach events were convened during this reporting period: on January 8, 2018 at Los Angeles Mission and January 18, 2018 at Winnetka Homeless Connect Day. • Two attorneys and two paralegals were assigned to the Criminal Record Clearing Project. • During this reporting period, a database for the Criminal Record Clearing Project was developed. 	<ul style="list-style-type: none"> • Complete outfitting of D6 outreach vehicles. • Formalize a collaboration under Strategy D6 with the Los Angeles City Attorney's Office Homeless Court program. • Continue collaboration with Probation and L.A. City Attorney's Office on mobile outreach events. • Continue development of homelessness status data field in Client Case Management System and integration of Homeless Information Management Information System (HMIS) data with current data base. • D6 leads will continue collaboration with D5 (Support for Case Managers) Strategy leads to ensure that D6 clients benefit from D5 case management processes.
<p>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing (H)</p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> • DHS increased existing Intensive Case Management System (ICMS) work orders and entered into 16 new ICMS work orders. The Health Agency has 25 additional agencies pending to be added as new ICMS agencies to the Master Agreement to increase capacity and will coordinate all lease up efforts of new Permanent Supportive Housing (PSH) sites with LAHSA, DMH, and DPH-SAPC. • DMH met with Legal Entities that indicated interest in providing Housing Full Service Partnership (FSP) services to negotiate contracts. DMH is now starting the process for contract amendments. • Health Agency and HAcOLA B4 leads met with Glendale, Pasadena, and Long Beach Public Housing Authorities to confirm commitment of vouchers and develop a timeline for implementation. 	<ul style="list-style-type: none"> • DMH will execute Housing FSP agreements in the third quarter of FY 2017-2018. • In January 2018, DPH, DMH, DHS, and partners will meet to finalize implementation plans, develop the Client Engagement and Navigation Services (CENS) D7 protocol, and finalize launch of CENS services at PSH sites.

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
	<ul style="list-style-type: none"> Health Agency has worked with other funders to develop an accurate pipeline list of upcoming PSH projects. DPH-Substance Abuse Prevention and Control (SAPC) has initiated contract augmentations for all CENS providers, which are projected to be completed by the third quarter of FY 2017-2018. Upon approval, DPH-SAPC will start implementing services at PSH sites. DPH-SAPC has developed a referral form that will be used by DMH, DHS and PSH staff for requesting Substance Use Disorders (SUD) screenings and referrals. 	
CREATE A COORDINATED SYSTEM		
<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p> <p><u>Actual Implementation Dates:</u> Advocacy with SSA: April 2017 Advocacy with VA: December 2017</p>	<ul style="list-style-type: none"> LA County and key stakeholder partners played a key role in advocacy efforts preserving funding dedicated to services for veterans in PSH through the VASH program. As a result of this advocacy, the Department of Veterans Affairs (VA) Secretary suspended his plan to reallocate funds dedicated for services during FFY 2018. HI Team member appointed to West Los Angeles Veterans Affairs Campus Oversight and Engagement Board and will have opportunity to guide development of West LA VA campus and make recommendations directly to VA Secretary Shulkin. CBEST continues collaboration with Social Security Administration (SSA) to maximize effectiveness of working relationship with SSA and streamline SSI application process for disabled homeless individuals. 	<ul style="list-style-type: none"> Continue collaboration with SSA and monitoring of administrative processes developed for CBEST. Continued collaboration with VA, DMVA, Veteran's Service Organizations and DHS to continue exploring opportunities for enhanced partnership and collaboration to identify specific opportunities to streamline processes for applications for Veterans benefits.
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> DPH-SAPC continued to engage in a range of implementation activities for the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115(a) waiver including, but not limited to, engaging the providers in meetings on topics including "Operationalizing a Network and Continuum of Care Model" and "Case Management Benefit Overview." Los Angeles County's Electronic Substance Use Disorder Managed Care Information System, Sage, was launched on December 4, 2017. As part of the training and technical assistance contract with SAPC, the California Institute for Behavioral Health Solutions (CIBHS) convened a learning collaborative for SAPC's treatment provider network, with a focus on teaching critical skills to operate a business in a managed care environment. Participating agencies were trained on capacity building, focusing on: 1) strengthening and aligning financial, clinical, and operational processes to achieve a stronger integrated approach to thriving in the new service environment; 2) applying new tools to create efficient patient-centered workflows; and 3) using clinical information to guide care planning and performance improvement efforts that result in improved recovery and wellness. A total of 76 providers from 26 agencies attended the kickoff training and are participating in the first cohort, which ends June 2018. 	<ul style="list-style-type: none"> DPH-SAPC will continue to work with CIBHS to conduct regional workshops and individualized technical assistance to providers to: 1) become DMC certified; and 2) improve business capacity.

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<p>E3: Creating Partnerships for Effective Access and Utilization of Affordable Care Act (ACA) Services by People Experiencing Homelessness</p> <p><u>Target Implementation Dates:</u> Most Whole Person Care programs are implemented. Remaining Whole Person Care programs will be implemented by Spring 2018</p> <p>Strategies involving Health Home opportunities will be implemented in 2019.</p>	<ul style="list-style-type: none"> • Fourteen out of 16 Whole Person Care (WPC) programs are implemented, including five for high-risk homeless populations, two for justice-involved populations, three for individuals with serious mental illnesses, and programs for high-risk pregnant woman, individuals with substance use disorder, and those with chronic medical conditions who have frequent hospital admissions. Remaining programs, a legal services program and a juvenile justice program, will be implemented in the coming months. • Refinements continue to be made to the Comprehensive Health Accompaniment and Management Platform (CHAMP) that contains Whole Person Care (WPC) enrollments, demographics, screens and assessments, care plans, and program-related encounter information. • Data use agreements with the Health Plans are close to finalization and will be modified for community based organizations. In the meantime, an interim data sharing agreement will be executed with LA Care and Health Net to provide health encounter and utilization metrics for upcoming State reports. • The Data Sharing Team has been working through 42 CFR Part II regulations (Confidentiality of Substance Use Disorder Patient Records), AB210, and new regulations for Lanterman-Petris Short Act facilities (5150 holds). 	<ul style="list-style-type: none"> • Data Sharing Agreements with the Health Plans will be finalized in February and the base agreement will be modified to incorporate social service providers and will replace existing Business Associate Agreements.
<p>E4: First Responders Training</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> • On November 2, 2017, a two-hour First Responder Training session was conducted for San Dimas and Walnut Station volunteers. • On December 13, 2017, a First Responders Training was conducted for 44 members from the Department of Animal Care and Control at their "All Hands-on Deck" training day. • The First Responder Training curriculum was integrated into the LASD CIT Training curriculum on December 7, 2016, and the First Responder Training curriculum was integrated into the LASD Patrol School training curriculum on November 27, 2017. • As of December 31, 2017, 33 classes have been taught to LASD's personnel with approximately 948 deputies and sergeants attending the First Responder Training. • As of December 31, 2017, three First Responder Training classes have been taught to additional departments (Greater Los Angeles County Vector Control District, County of Los Angeles Department of Parks and Recreation, and Department of Animal Care and Control). There were 249 people who attended the First Responder Trainings. 	<ul style="list-style-type: none"> • Upcoming events include a training session for deputies attending the LASD Patrol School; a presentation at the City of West Hollywood City Council meeting; and a presentation at the Annual City Managers Conference regarding the First Responder Training.
<p>E5: Decriminalization Policy</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • LASD's Homeless Policy implemented on January 1, 2017. 	<ul style="list-style-type: none"> • Continue to disseminate Homeless Policy and newsletter to all Department personnel.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E6: Countywide Outreach System (H)</p> <p><u>Actual Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> • LAHSA and the Health Agency continued to host meetings with agencies in all SPAs contracted for E6 Multidisciplinary Teams (MDTs) and outreach coordination to discuss implementation and outreach coordination plans. • Outreach coordination planning at the SPA level continued during this quarter. • The Health Agency continues to onboard staff and has recently hired Street-Based Engagement Program Managers and a Program Assistant for the Street-Based Engagement (E6) Leadership Team. The Health Agency's Street-Based Engagement E6 Leadership Team is now fully staffed. • As of October 2017, the Health Agency began working with contracted providers on Measure H-funded expansion budgets to add 40 generalists (20 teams of two) that will exclusively cover library, park, Department of Public Works (DPW), Beaches and Harbors, and Metro sites each SPA. • LAHSA's Access and Engagement (A&E) Department hired two managers during this quarter to increase support of its expanding Homeless Engagement Teams. • LAHSA and the Health Agency have been meeting to create a process for outreach teams to directly access Interim/Bridge/Crisis housing beds, to link clients to DMH services, and to directly refer street-based clients to permanent housing. • The Health Agency held a meeting on October 11, 2017, regarding Measure H Implementation and HIPPA, focused on strategies for information sharing imperative to coordination of care for those homeless individuals served. • The Outreach Request Portal is now being designed and implemented by LAHSA. It will be referred to as Los Angeles County Homeless Outreach Portal (LA-HOP). 	<ul style="list-style-type: none"> • Hiring of additional E6 staff will continue during the next quarter. • Staff training will continue for all hired staff. • SPA-wide planning meetings are scheduled during the next quarter to develop a comprehensive plan to ensure outreach coverage and enhance outreach coordination. • Engagement will continue with stakeholders to discuss how best to deploy outreach teams to strategically cover the entire County. • LAHSA, the Health Agency, and 211LA will finalize the LA-HOP. Soft launch of the LA-HOP and training of Outreach Coordinators and Outreach Teams will take place in early February 2018 with a Countywide launch projected to take place before the end of February 2018.
<p>E7: Strengthen the Coordinated Entry System (H)</p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> • An annual day long kick-off and planning session was held with CES agencies for all three populations. This allowed each SPA to begin developing goals for FY 2018-2019. • The Training Academy began training a cohort of community service providers. An online training portal was also selected and implemented to allow tracking of the training in which staff have participated. • Contracts were awarded to enable expanded Regional Coordination in the SPAs; each SPA will have a dedicated CES regional director to ensure connections between the populations and a data coordinator to support SPA data needs. • LAHSA conducted a bidder's conference for procurement of legal services. • LAHSA is engaging stakeholders and the CDC in finalizing the design for the Housing Location Program. 	<ul style="list-style-type: none"> • An RFP is being released for representative payee services. • In February, an RFP will be released for housing location. • An initial set of CES policies will be complete by the end of June 2018.
<p>E8: Enhance the Emergency Shelter System (H)</p>	<ul style="list-style-type: none"> • <u>Measure H Expansion:</u> As of October 2017, LAHSA amended existing Crisis Housing contracts to convert approximately one-third of existing year-round shelter programs to a Bridge Housing model that prioritizes high-acuity individuals and matches them to a permanent housing resource. 	<ul style="list-style-type: none"> • In January, client data migration of CES Crisis and Bridge Housing Program participants will be completed.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<u>Actual Implementation Date:</u> October 2016	<ul style="list-style-type: none"> • <u>CES Expansion:</u> Contracts were awarded for the CES Expansion RFP, which aims to create 302 new Crisis and Bridge Housing beds for Youth and Single Adults. • <u>Crisis and Bridge Housing H Expansion Kick-Off:</u> On November 1, LAHSA held a kick-off meeting with the contractors to introduce contractual changes and provide guidance for implementing and operationalizing the changes to Crisis and Bridge Housing associated with Measure H funding. • <u>Shelter Transformation Training Curriculum:</u> LAHSA released a training curriculum for all LAHSA's funded Crisis and Bridge Housing providers. The curriculum consists of a series of six training sessions. The first two sessions were hosted in October and December respectively, focusing on best practices for service delivery to front-line shelter staff and shelter transformation targeting the executive level staff. • <u>Trauma-Informed Bridge Housing for Homeless Women:</u> In October, LAHSA released an RFP and held a Bidder's Conference to create new Bridge Housing beds for homeless women. 	<ul style="list-style-type: none"> • Contract awards will be made by March that create new Bridge Housing beds for homeless women.
E9: Discharge Data Tracking System <u>Actual Implementation Date:</u> June 2017	<ul style="list-style-type: none"> • LAHSA continued migration to Clarity HMIS: Remaining historical records were provided to HMIS vendor and the process is in the quality review phase prior to appending into the system for all users. • LAHSA met with DCFS and Probation to assess these departments' needs for access to HMIS. Both departments are reviewing agreements required to gain access. LAHSA is also exploring the implementation of regular data sharing with DCFS to better track people served in both systems and potentially implement "flags" in each agency's automated system, which would alert users when people are served in both systems. 	<ul style="list-style-type: none"> • Build flags into HMIS system to track 5% List of Heavy Users of County Services and additional indicators necessary to better coordinate discharge. • Continue to engage hospitals, jails, LASD, DCFS, etc. to discuss opportunities for leveraging HMIS data to support discharge planning.
E10: Regional Coordination of Los Angeles County Housing Authorities <u>Actual Implementation Date:</u> May 2016	<ul style="list-style-type: none"> • On November 6, 2017, HACoLA conducted a meeting with Housing Authorities from the cities of Los Angeles, Pasadena, Glendale, Burbank, Compton, Hawthorne, Santa Monica and Norwalk. • Also in attendance were officials from LAHSA, the Los Angeles HUD field office of Public and Indian Housing, and HUD Community Planning and Development Office. • Southern California Edison presented its new expanded Energy Assistance Fund (EAF) program that will assist homeless or marginally housed customers who are unable to access subsidized housing because of arrearages. The program will also serve customers currently living in subsidized housing who have received a disconnection notice or are currently disconnected and, thus, at risk of losing their housing. • Measure H funding and HACLA VASH exception payment standards were also discussed at the meeting. 	<ul style="list-style-type: none"> • Continuation of quarterly meetings with housing authorities to discuss strategies, share Measure H tools and success stories; and identify areas of collaboration to combat homelessness in Los Angeles County. • Continue to encourage other LA County Public Housing Authorities (PHA's) to commit vouchers to Strategy B4 and enter into VASH Interagency Agreements.
E11: County Specialist Support Team <u>Target Implementation Date:</u> December 2017	<ul style="list-style-type: none"> • Super Connect Team was launched on October 16, 2017. Participating departments briefed each other on departmental resources and programs and established a process to access them. • Finalized the referral form and process and began to work on complex cases. 	<ul style="list-style-type: none"> • By February, Super Connect will be staffed by all participating departments. • Super Connect Team members will outreach to community providers on the

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> Established daily case conferences to discuss hard-to-serve clients and formulate multi-disciplinary interventions. Provided briefings at DHS and DMH program meetings to introduce Super Connect and to begin formalizing internal workflows within each department for expedited Super Connect referral linkages. 	<p>purpose and availability of the Super Connect Team and establish effective referral and service coordination process.</p>
<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Actual Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> RES hosted a presentation by analysts from the University of Chicago and UCLA who demonstrated the functionality and results of predictive models they developed, which would either replace or enhance the 5% prioritization process for heavy users of County services. CEO Research and Evaluation Services (RES) began receiving homeless client data from WDACS and DMH. The evaluation panel formed for the predictive analytics proof of concept returned a recommendation to implement the prioritization models to either replace or enhance the 5% process. In response, RES worked with the HI to schedule a presentation for program managers. 	<ul style="list-style-type: none"> Continue to assess implementation of prioritization models. Support AB 210 implementation and utilize authority under the law to generate enhanced 5% files for departments. Support Public Sector Analytics' completion of the forthcoming HI evaluation
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Target Implementation Date:</u> Fall 2018</p>	<ul style="list-style-type: none"> The Los Angeles Housing and Community Investment Department (HCID-LA) received consultant applications and is working with CDC to review and determine allocation of costs between partner agencies and funding sources. The consultant is the vendor of a "Civic Application Platform" (CAP). This CAP system has been used by many County and City of Los Angeles departments to manage projects that allow for engagement with the public and workflow assignments. The CAP system will be modified for use with the Notice of Funding Availability (NOFA) application system for the County and LA City funding efforts. The E13 workgroup and other related subcommittees are meeting regularly. 	<ul style="list-style-type: none"> Determine share of costs between agencies. (Estimated one time cost is \$195k. Estimated annual maintenance and support costs are \$96k.) Request funding for County portion. Execute agreement with selected consultant. Continue on-going dialog with City and County agencies regarding alignment of funding and monitoring criteria for permanent supportive housing. Once financing and other details are finalized, the coordinated funding application is expected to go live within four months.
<p>E14: Enhanced Services for Transition Age Youth (H)</p> <p><u>Actual/Target Implementation Dates:</u> Phase 1: Actual- August 2016 Phase 2: Actual - September 2016 Phase 3: Target – TBD</p>	<p>Phase 1- Work with LA Coalition to End Youth Homelessness (LACEYH):</p> <ul style="list-style-type: none"> On an ongoing basis, both LAHSA and the County HI continue to engage with LACEYH and make connections to County Departments and services available through mainstream systems. <p>Phase 2 – Support the Enhancement of the Youth CES:</p> <ul style="list-style-type: none"> Expansion and strengthening of the Youth system is ongoing. 	<ul style="list-style-type: none"> HYFLA will complete a planning proposal and budget for a live convening in 2018 focused on youth empowerment and best-practices in serving youth experiencing homelessness.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
Phase 4: Actual – October 2016	<ul style="list-style-type: none"> • System pilots launched in November 2017 with DCFS and Probation to increase coordination with Youth CES and discharge planning for youth exiting dependent care. • Pilot in development with WDACS to link youth housed in RRH to employment. Implementation was delayed aligning and leverage implementation of Strategies C2/C7 by WDACS. • LAHSA finalized contract with LACOE to provide CES liaisons to coordinate education resources with CES. Implementation began in August 2017, with all SPAs targeted for implementation by June 2018. • Youth Collaboration is ongoing through LAHSA's lived experience advisory group for youth, which was named the Homeless Youth Forum of LA (HYFLA). • Youth Regional Coordinators are enhancing regional connections to CESY. <p>Phase 3 - Design a Youth Housing Stability Pilot:</p> <ul style="list-style-type: none"> • In progress. Measure H funding approved in Strategy E14 for CES Education Liaisons. A screening and referral form used by education agencies to connect youth to CESY was drafted by LACOE and LAUSD in December 2017, and will be finalized by June 2018. Upon LACOE Education Liaisons being fully implemented, educational liaisons will help inform how best to implement the Housing Stability Pilot in school districts. • Discussion is ongoing around the best way to implement this component with one or more County departments and a Community Based Organization (CBO) that is not connected to the homeless services delivery system, but focuses on serving youth. <p>Phase 4 - Expand programs providing housing navigation, access/drop-in centers, shelter, aftercare/case management and transitional housing for youth.</p> <ul style="list-style-type: none"> • Expand Shelters: In Progress - Measure H funding approved to expand Crisis and Bridge Housing for Youth in Strategy B8. Contracts awarded in November 2017 with a December 2017 program start. • Expand Housing Navigation: In progress - Measure H funding approved to expand youth specific Housing Navigators through Strategy E7: Strengthening CES. Expansion of current contracts began in September 2017; Contracts awarded in November 2017 with a December 2017 program start. • Expand Other Components: In Progress. Measure H funding approved in Strategy B3 to expand youth-specific RRH, and in Strategy E14 to expand Transitional Housing (TH) models, create family reconnection models, and enhance access and drop-in centers. Expansion contracts began in Sept. 2017. First procurement for TH released in August 2017, with awards finalized in November 2017 and a program start date of December 2017. Procurement for youth family reconnection (YFR) started in October 2017, with proposals reviewed and scored in December 2017, and an expected start date of Spring 2018. Preliminary conversations for determining an appropriate procurement strategy for youth drop-in center enhancements are in progress, with procurement expected to begin in or around June 2018 	<ul style="list-style-type: none"> • A screening and referral form will be finalized and implemented at several schools to connect secondary students to CES. • SPA-level live convening's will take place strengthening connections between YCES and higher education institutions that will identify strategies for better identifying post-secondary students experiencing homelessness and connecting them to CESY as appropriate. • Youth family reconnection awards will be finalized by June 2018, with an expected program start date in September 2018. • A procurement strategy will be finalized for youth drop-in center enhancements in or around June 2018, with the procurement process finalized by September 2018.

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
E15: Homeless Voter Registration and Access to Vital Records <u>Actual Implementation Date:</u> January 2017	<ul style="list-style-type: none"> Over the past six months, the Registrar-Recorder/County Clerk (RR/CC) participated in five Homeless Connect days and related events, offering information on how to obtain birth certificates using a fee waiver, voter registration opportunities, and election information. During the past six months, the RR/CC has processed approximately 2,400 birth certificates using Affidavit of Homeless Status for Fee Exempt Certified Copy of Birth Certificate waivers. The waiver allows homeless individuals to obtain birth certificates free of charge. Currently, the RR/CC has approximately 1,600 active homeless voters in the voter database, which represents an increase of roughly 300% from the onset of the Homeless Initiative. 	RR/CC will continue to promote voter education and civic engagement in homeless communities, with local cities, and homeless services agencies. This includes reaching out to new community partners and exploring more opportunities with current partnerships and emphasis on the upcoming 2018 elections.
E16: Affordable Care Act Opportunities <u>Implementation Date:</u> Actual: July 2017 Health Homes: Targeted for 2019	<ul style="list-style-type: none"> Cumulative enrollments in WPC program for Round I and II programs through November 2017 have reached 137,715 cumulative total member months of which 106,213 were eligible for funding through Medi-Cal. Regional Coordinating Centers have been secured in all eight SPAs. WPC submitted rollover and budget adjustment documents to the State on November 30th and has submitted responses to State questions. 	<ul style="list-style-type: none"> State rollover templates and budget adjustments are being discussed with the State for WPC program year two due to condensed planning timeframes. Hiring will continue to be a focused activity for WPC.
E17: Regional Homelessness Advisory Council and Implementation Coordination <u>Actual Implementation Date:</u> February 2017	The Regional Homelessness Advisory Council (RHAC) held its most recent quarterly meeting on November 15, 2017. Discussion focused on the: <ul style="list-style-type: none"> Framework for developing local homeless policies and plans aimed to ensure better outcomes for individuals experiencing homelessness. System performance measure data. Ad Hoc Committee on Women and Homelessness Report that included recommendations for additional analysis; training and capacity building; increase in services; and advocacy and policy development. 	The RHAC will continue to meet quarterly.
INCREASE AFFORDABLE/HOMELESS HOUSING		
F1: Promote Regional SB 2 Compliance <u>Actual Implementation Date:</u> November 2016	<ul style="list-style-type: none"> The Best Practices Guide, titled "Local Zoning Best Practices for Shelter and Transitional and Supportive Housing: An SB 2 Primer," was completed in October 2017. The County Code Analysis, titled "SB 2 (2007), Affirmatively Advancing Solutions to Homelessness: Los Angeles County Title 22 Analysis & Recommendations" was completed in October 2017. The Best Practices Guide and County Code Analysis were presented at the Southern California Association of Government's (SCAG's) Technical Working Group on October 19, 2017. DRP worked with CEO IT to finalize and launch the SB2 web page, which is now live on the Homeless Initiative website. DRP and the consultant provided an informational presentation to the Regional Planning Commission (RPC) on November 8, 2017, which included an overview of SB 2 and permanent supportive housing. The presentation was part of an ongoing series of presentations requested by RPC to inform them about housing issues. 	<ul style="list-style-type: none"> DRP will work with the Board and CEO-HI on next steps, which may include drafting a new ordinance and/or revisions to the current County Code.

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
F2: Linkage Fee Nexus Study, and F5: Incentive Zoning/Value Capture Strategies <u>Actual Implementation Date:</u> January 2018	<ul style="list-style-type: none"> • During this quarter, DRP and its consultant completed revised drafts of the Affordable Housing Action Plan (Action Plan), which will be finalized and transmitted to the Board in February 2018. • 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. • The consultant team completed three studies to inform the Action Plan: 1) An analysis of existing conditions and the real estate market; 2) A linkage fee nexus study; and 3) An inclusionary housing feasibility study. 	<ul style="list-style-type: none"> • DRP and its consultant team will finalize the Action Plan in February 2018, and explore potential implementation ordinances for inclusionary housing and affordable housing preservation.
F3: Support for Inclusionary Zoning for Affordable Rental Units <u>Actual Implementation Date:</u> March 2016	<ul style="list-style-type: none"> • DRP and its consultant team will finalize the Affordable Housing Action Plan, which will include recommendations on a potential Inclusionary Zoning Ordinance. • Assembly Bill 1505 was enacted in September 2017. The law restores local governments' authority to require the inclusion of affordable rental units as one component of their local inclusionary housing policies. 	<ul style="list-style-type: none"> • DRP to meet with Board Offices to discuss the Affordable Housing Action Plan and recommendations on a potential Inclusionary Zoning Ordinance.
F4: Development of Second Dwelling Unit Pilot Project <u>Actual Implementation Date:</u> August 2017	<ul style="list-style-type: none"> • Since the last quarterly report, the F4 team held multiple internal meetings and joint meetings with other County departments to continue the planning process; held community meetings on the Accessory Dwelling Unit (ADU) ordinance; conducted community tours related to the ordinance in two areas; and participated in a national ADU conference in Portland. • Community Development Commission (CDC) completed procurement of ADU new construction consultant. • CDC hosted ADU Design Competition workshop with the Los Angeles County Arts Commission (LACAC). • LACAC received forty-three YES to ADU design competition submissions. • Public hearing on ADU Ordinance is scheduled for January 24, 2018. 	<ul style="list-style-type: none"> • Contract with LA Mas as consultant for new construction ADUs. • Complete marketing brochure explaining the ADU program details, which will be used to recruit prospective property owners. Once complete, the brochure will be shared with CDC's existing list of interested property owners. Those expressing further interest will be screened to see if they are good candidates for the pilot. • Next Regional Planning Commission public hearing on ADU Ordinance scheduled for January 24, 2018. • LACAC finalizing development of three community YES to ADU round tables/exhibitions, and awards event slated for March/April 2018.
F6: Use of Public Land for Homeless Housing <u>Target Implementation Date:</u> First half of 2018	Implementation is pending: <ul style="list-style-type: none"> • CEO Asset Management is currently reviewing a list of vacant/underutilized County-owned property that could be used for homeless housing. They will continue to consult with the 	<ul style="list-style-type: none"> • A meeting between CEO Asset Management and Homeless Initiative staff to discuss potential

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
	<p>Homeless Initiative and various County departments to identify properties that hold the most potential and conform to the required land use regulations.</p> <ul style="list-style-type: none"> Proposed governing structure options and land development policies are being developed. 	<p>recommendations has been scheduled for late February 2018.</p>
<p>F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (H)</p> <p><u>Actual Implementation Date:</u> December 2017</p>	<ul style="list-style-type: none"> In October 2017, the CDC received a total of 20 eligible applications in response to the September 2017 issuance of NOFA 23-A. The NOFA included \$9.2M of Measure H capital subsidy. CDC completed the review and scoring of these 20 applications and convened its Independent Review Panel for final recommendations in early January 2018. CDC is currently in the process of obtaining approval to recommend funding commitments for all 20 projects to the Board of Supervisors. The NOFA 23-A funding will facilitate the development of approximately 1,300 affordable units, including 900 units targeting homeless households. Measure H capital funds will subsidize the development of approximately 70 units for homeless households in projects throughout LA County, with construction completion slated for 2020. 	<ul style="list-style-type: none"> CDC will issue the official notice of awards to selected projects of NOFA 23-A in late January 2018. CDC will file a Board letter requesting approval of funding commitments for 11 projects for the February 20 Board agenda.
<p>F7: One-time Housing Innovation Fund (H)</p> <p><u>Target Implementation Date</u> RFP release: March 2018 Selection of winning proposals: September 2018</p>	<ul style="list-style-type: none"> HI continues to work closely with consultant on the development of the solicitation for the Housing Innovation Grant. The solicitation will seek proposals that expedite and/or reduce the cost of developing affordable/homeless housing. The solicitation period is expected to begin in March 2018. 	<ul style="list-style-type: none"> HI staff will present the proposed solicitation process to Board Deputies at the January 25 Homeless Policy Board Deputies meeting. HI will submit Board letter for the February 13 agenda. The Board letter will outline the solicitation process and request delegated authority for CEO to execute contracts with selected bidders. A dedicated website for the Housing Innovation Grant solicitation will be launched in March, marking the opening of the solicitation process.

Acronyms

ACA	Affordable Care Act	HUD	U.S. Department of Housing and Urban Development
ADU	Accessory Dwelling Unit	IAR	Interim Assistance Reimbursement
AJCC	America's Job Center of California	ICMS	Intensive Case Management Services
ASO	Alternative Staffing Organization	LACAC	Los Angeles County Arts Commission
CAP	Civic Application Platform	LACEYH	Los Angeles Coalition to End Youth Homelessness
CBEST	Countywide Benefits Entitlement Services Teams	LACOE	Los Angeles County Office of Education
CBO	Community Based Organization	LAHSA	Los Angeles Homeless Service Authority
CDC	Community Development Corporation	LAC LA-RISE	LA County LA:RISE
CES	Coordinated Entry System	LASD	Los Angeles Sheriff Department
CEO	Chief Executive Office	MDT	Multidisciplinary Team
CENS	Client Engagement and Navigation Services	NOFA	Notice of Funding Availability
CoC	Continuum of Care	ODR	Office of Diversion and Re-entry
COG	Council of Governments	PD	Public Defender
DCFS	Department of Children and Family Services	PH	Permanent Housing
DHR	Department of Human Resources	PHA	Public Housing Authority
DHS	Department of Health Services	PSH	Permanent Supportive Housing
DMC-ODS	Drug Medi-Cal Organized Delivery System	RBH	Recovery Bridge Housing
DMH	Department of Mental Health	RCB-ICMS	Reentry Community-Based Intensive Case Management
DMVA	Department of Military and Veteran's Affairs	REDF	Roberts Enterprise Development Fund
DPH	Department of Public Health	RES	Research and Evaluation Services
DPSS	Department of Public Social Services	RHAC	Regional Homelessness Advisory Council
DPW	Department of Public Works	RRH	Rapid Re-Housing
DRP	Department of Regional Planning	RR/CC	Registrar Recorder/County Clerk
DV	Domestic Violence	SAPC	Substance Abuse Prevention and Control
ERT	Emergency Response Team	SBWIB	South Bay Workforce Investment Board
E-TSE	Enhanced Transitional Subsidized Employment	SEA	Social Enterprise Agency
FSC	Family Solutions Center	SPA	Service Planning Area
FSP	Full Service Partnership	SSA	Social Security Administration
GR	General Relief	SSDI	Social Security Disability Insurance
HACLA	Housing Authority of City of Los Angeles	SSI	Supplemental Security Income
HACoLA	Housing Authority of County of Los Angeles	START-ODS	System Transformation to Advance Recovery and Treatment through an Organized Delivery System
HASC	Hospital Association of Southern California	TAY	Transition Age Youth
HCID-LA	Los Angeles Housing and Community Investment Department	TSE	Transitional Subsidized Employment
HCV	Housing Choice Voucher	VA	Veterans Administration
HI	Homeless Initiative	VI-SPDAT	Vulnerability Index – Service Prioritization Decision Assistance Tool
HIP	Homeless Incentive Program	WDACS	Workforce Development Aging and Community Services
HJC	Housing and Jobs Collaborative	WIOA	Workforce Innovation and Opportunity Act



IMPACT STORIES February 2018

Combating homelessness among families and individuals takes strong partnerships, effective programs, and numerous committed staff, volunteers, and community members. Here are a few success stories where the Homeless Initiative made a difference.

Strategy B3 – Partner with Cities to Expand Rapid Re-housing

SHARED SOLUTION

“L” was living with her boyfriend, “G”, his two brothers, and their dog when they were all evicted from their apartment. For over a year, they couch-surfed, bounced from motel to motel, and slept in a car. “L” and her boyfriend sought assistance from People Assisting the Homeless (PATH), where case managers provided help with employment search, housing location, and goal-setting. Initially, it was difficult to find housing as they each wanted individual 1-bedroom apartments and needed pet accommodation. Through motivational interviewing, the case managers persuaded them to give shared housing another try. They found a landlord who would take the household of four and their dog. They are now permanently housed and are actively looking for employment with the help of PATH Employment Specialists.

“We are doing great...I have not been in such good spirits, since we have moved in and “G” as well. Thank you so much again for everything. We feel human again!”

Strategy B8 – Housing Choice Vouchers for Permanent Supportive Housing

VET FINDS SECURITY

Ms. Itzel B. is a service veteran who became homeless after receiving a 90-day notice from her landlord who wanted to sell the apartment complex. She was not able to secure a new home in time and ended up on the streets for one year. Through a collaborative effort between Veterans Affairs Supportive Services for Veteran Families (SSFV) and the Housing Authority of the County of Los Angeles’ (HACoLA) Homeless Incentive Program (HIP), Ms. Itzel received a housing voucher about a month after connecting with HACoLA. She was determined to find a place; however, she called landlord after landlord, who all said “No”. Finally, she found a landlord who was willing to rent to her and moved into a one-bedroom apartment where she now feels safe and secure. Ms. Itzel wants to tell other people in this situation, *“Be persistent. It’s only the squeaky wheel that gets the grease.”*



Strategy B8 – Housing Choice Vouchers for Permanent Supportive Housing

HELP OUT OF THE CANYONS

Paulette W. struggled with depression and substance abuse after separating from her husband, which led her down a path to homelessness. She lived on and off for the past couple of years in the canyons of Azusa. Case managers found Ms. Paulette in the canyons one day when they were doing outreach, and she asked them if they could help her. A team from PATH guided her from that point forward, assisting her with obtaining a housing certificate and housing navigation. Within four months of meeting the case managers from PATH, Ms. Paulette moved into a place of her own. She tells others experiencing homelessness, *“Don’t give up!”*

Strategy C4, C5, C6 – Countywide Supplemental Security Income, Social Security Disability Income and Veterans Benefits Advocacy

FAMILY MATTERS

A 63-year-old client was living on his sister’s couch after years of living in his car and couch surfing. Due to several challenging life events, the client suffered from major depression and anxiety, which were only treated periodically. The client had a volatile relationship with his sister, who was at risk of losing her home. When they approached Special Services for Groups-Homeless Outreach Program Integrated Care System (SSG-HOPICS) for help, they were both unemployed and in danger of becoming homeless.

A Benefits Specialist assisted the client with his Supplemental Security Income/Social Security Disability Income (SSI/SSDI) application, linked him to the Department of Mental Health (DMH) for ongoing mental health treatment, and linked his sister to a mortgage support program and employment services. SSG-HOPICS also provided family mediation to help facilitate a better relationship between the client and his sister.

The client’s SSI application was approved a few months later and his mental health issues have stabilized. The client’s sister is completing employment training and still owns her home. The client still lives with his sister and says that life had turned around. He also says that he and his sister have a much better relationship now.

Strategy D2 – Expansion of Jail In-Reach

MAN GETS THE SUPPORT HE NEEDS

A 40-year-old Hispanic man was seen by Strategy D2 clinical social workers at Twin Towers Correctional Facility. He had been homeless for over five years with no social support or connection to medical or mental health services. The client had multiple conditions including schizoaffective disorder; chronic obstructive pulmonary disease; and a history of substance abuse and aggressive behavior. In addition, he was at risk of suicide and was unable to care for his basic needs.

The clinical social workers completed their assessment and client-centered care plan, which included connecting him to the Department of Health Services Housing for Health (HFH) program. HFH arranged interim/bridge housing through B7 funding (Interim/Bridge Housing for those Exiting Institutions), and secured a bed for him within hours. The client was also assigned to The People Concern to assist him with mental health and medical treatment.

Upon release, the client entered bridge housing and was provided with in-house case management services. Through the collaboration and coordination between D2 social workers, HFH, and The People Concern, the client is now connected to full-scope services that will provide him with the support needed to reduce the risk of recidivism and improve his medical and mental health prognosis. He is currently working with a housing navigator to find supportive housing.

Partnerships with Cities – City of Monrovia

HOME FOR CHRISTMAS

Ms. R.L. has been seen sleeping in front of Monrovia's Community Center planter area or camping out across the street next to the Library. At one time, she lived on Fifth Avenue in a yellow house that burned down years ago, forcing her into her motorhome. Recently, she had been living in her run-down motorhome in the Albertsons' parking lot on Huntington Drive until it was towed by the property owner.

Officer Leon, a new Community Policing Officer, tracked down R.L.'s 87-year-old mother who lives in Seattle, Washington. It turned out that R.L.'s mother was willing to buy a \$500 one-way plane ticket for R.L. to fly up to Seattle, where she would be cared for. Officer Leon quickly began to set the plan in motion, but first he had to convince R.L. to go. She wanted to go; however, R.L. had no identification to board a plane. Luckily, she had recently gone to the Department of Motor Vehicles with a field worker from the Pasadena Union Station and was waiting for the identification card to be mailed to the Monrovia Foothill Unity Center. The plane ticket was emailed to Officer Leon and R.L. was set to fly to Seattle the morning of December 21, 2017. Officer Leon and School Resource Officer Ruano went to Walmart the day before to buy R.L. new clothes, shoes, and a beanie, so she could be presentable to fly and upon seeing her mother for the first time in many, many years.

On the morning of the flight, R.L. went to the police station, where she was able to take a shower. A female officer, Officer Ortiz, helped R.L. into her new clothes and drove her to the Ontario Airport. She was greeted by the friendly staff of Alaska Airlines with a wheelchair. With the assistance of all these caring people, she made it home to her mother in time for Christmas.



Strategy E6 – Countywide Outreach System

HOME AFTER 10 YEARS

For over ten years, this 52-year-old client has struggled with homelessness and mental health issues. She was initially engaged at an outreach event by an E6-funded multidisciplinary outreach team (MDT). At the time, she lived in an encampment with her emotional support dog. The E6-MDT regularly provided the client with food, transported her to medical appointments, and coordinated with the Housing Authority of the City of Los Angeles to find housing for her. Her case manager also assisted her with obtaining an emotional support certification for her dog.

She was connected to placement at Bixel House and was supported through the application and move-in process by the E6-MDT. She is now permanently housed with her support dog and is grateful to be off the streets. *“You all are my angels. I don’t know what I would’ve done without you.”*

Strategy E6 – Coordinated Outreach System

NEW START FOR A NEW LIFE

This client was pregnant and living in an RV adjacent to Mar Vista Park when she was engaged by an E6-MDT. The MDT linked her to St. Joseph Center and provided transportation to and from appointments at the Department of Public Social Services and the doctor's office. She was also provided with food, baby clothes, diapers, and bus passes. The client is currently in temporary housing at a motel and will remain there until permanent housing is available.

"You guys do great work and helped me out so much...I am very grateful because it's more and better than I would have ever imagined for my new baby girl. It's truly beyond thankful what I really feel inside...to put in that time and love for me is truly amazing and each and every one of you are in my hearts. I'm still very emotional and very grateful and that surprise was a personal baby shower that tops any baby shower I worried I would never have. No one can take this joy away from me!"



**Homeless Initiative Performance Data by Strategy
July - December 2017 (unless otherwise noted)**

Attachment IV

Strategy	Metric	Data
A1: Homeless Prevention Program for Families	Percentage of A1 participant families that retain their housing or transition directly into other permanent housing	64% (92/143)
B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)	Number of B1 participants who secured housing with B1 subsidy	483
	Percentage of B1 participants who secured housing with B1 subsidy	19%
	Number of B1 participants approved for SSI	23
B3: Partner with Cities to Expand Rapid Re-Housing (RRH)	Number of participants newly enrolled in B3	6,110
	Number of participants currently enrolled in B3	13,716
	Number of B3 participants with permanent housing placements during the reporting period	1,385
	Number of B3 participants that exited the RRH program to a permanent housing destination	1,037 (out of 2,537 exits from RRH in the reporting period) = 41%
	Number of B3 participants who obtained employment	423
	Number of B3 participants who obtained benefits	258
B4: Facilitate Utilization of Federal Housing Subsidies	Number of landlord/community engagement events held	13
	Number of landlord requests to participate in Homeless Incentive Program (HIP)	193
	Number of incentives provided to landlords	170
	Amount of incentives provided to landlords	\$233,998
	Number of units leased with HIP incentives (by bedroom size)	157 Bedroom sizes: 0= 20; 1= 60; 2= 53; 3= 19; 4= 4 and 5= 1
	Number of security deposits paid	138
	Amount of security deposits paid	\$222,030
	Number of utility deposits/connection fees paid	8
Amount of utility deposits/connection fees paid	\$1,101	

**Homeless Initiative Performance Data by Strategy
July - December 2017 (unless otherwise noted)**

Strategy	Metric	Data
B4: Facilitate Utilization of Federal Housing Subsidies	Number of rental application and credit check fees paid	19
B6: Family Reunification Housing Subsidy	Number of B6 participant families placed in housing (1/1/17-12/15/17)	46
B7: Interim/Bridge Housing for Those Exiting Institutions	Number of individuals who have been served with B7-funded interim/bridge housing.	811
	Breakdown of the institution from which individuals who were served in interim/bridge housing were discharged	Hospitals – 155 Jail/Prison/Juvenile Detention Center – 378 Other – 281 (Sum of categories does not equal total number because some individuals have multiple enrollments and/or came from different places prior to enrollment.)
	Number of B7 participants who exit to a permanent housing destination	81
C2/C7: Increase Employment for Homeless Adults by Supporting Social Enterprise	Number of C2/C7 participants engaged in Transitional Employment (Newly Placed)	142
	Number of C2/C7 participants placed in unsubsidized employment (Newly Placed)	27
	Number of DPSS GR Participants served by C2/C7 (Newly Enrolled)	57
C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs	Number of individuals at risk of or experiencing homelessness who were hired into county positions	12
C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness	Number of individuals newly enrolled in C4 program	4,062
	Number of individuals currently enrolled in C4 program	4,767
	Number of C4 participants approved for SSI benefits	23

**Homeless Initiative Performance Data by Strategy
July - December 2017 (unless otherwise noted)**

Strategy	Metric	Data
C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness	Number of C4 participants who are linked to and have access to mental health services	998
	Number of C4 participants who are linked to and have access to health services	1,156
C5: Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness	Number of individuals newly enrolled in C5 program	188
	Number of individuals currently enrolled in C5 program	215
	Number of C5 participants approved for Veterans benefits	1
	Number of C5 participants approved for SSI benefits	1
	Number of C5 participants who are linked to and have access to mental health services	51
	Number of C5 participants who are linked to and have access to health services	53
C6: Targeted SSI Advocacy for Inmates	Number of individuals newly enrolled in C6 program	11
	Number of individuals currently enrolled in C6 program	13
	Number of C6 participants approved for SSI benefits	1
	Number of C6 participants who are linked to and have access to mental health services	3
	Number of C6 participants who are linked to and have access to health services	3
D2: Expansion of Jail in Reach	Number of inmates who received D2 jail in-reach services	2,556
	Number of D2 participant inmates who were assessed with the VI-SPDAT	2,196
	Number of D2 participant inmates placed in bridge housing upon release (from 9/14/17-12/31/17)	139
	Number of D2 participant inmates transported to housing upon release (from 9/14/17-12/31/17)	81
	Number of D2 participant inmates referred to SSI program (CBEST)	33

**Homeless Initiative Performance Data by Strategy
July - December 2017 (unless otherwise noted)**

Strategy	Metric	Data
D2: Expansion of Jail in Reach	Number of D2 participant inmates referred to Community Transition Unit (CTU) for GR assistance at DPSS	202
	Number of D2 participant inmates referred to CTU for Medi-Cal application assistance	143
	Number of D2 participant inmates referred to CTU for driver's license or birth certificate	27
D7: Provide Services and Rental Subsidies for Permanent Supportive Housing	Number of D7 participants linked to Intensive Case Management Services	1,280
	Number of D7 participants approved for federal rental subsidies	637
	Number of D7 participants approved for local rental subsidies	354
	Number of D7 participants placed in housing	248
E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	Percentage of homeless individuals with a positive Substance Use Disorder (SUD) assessment who were referred to and initiated treatment at the designated level of care	23% (5,301/23,068)
E4: First Responders Training	Number of LASD deputies and sergeants trained (from 10/2016-12/2017)	947
	Number of non-law enforcement first responders trained (from 6/2017-12/2017)	251 (LACFD, Greater Los Angeles County Vector Control District, Los Angeles County Department of Parks and Recreation and Department of Animal Care and Control)

**Homeless Initiative Performance Data by Strategy
July - December 2017 (unless otherwise noted)**

Strategy	Metric	Data
E6: Countywide Outreach System (Data is for Coordinated Entry System (CES) Outreach Teams, Department of Health Services Multidisciplinary Teams (DHS MDTs), and LAHSA Homeless Engagement Teams (HET). Data is de-duplicated within each category, but there may be duplication across categories.)	Number of individuals initiated contact	7,516
	Number of individuals engaged	4,038
	Number of individuals who received services or successfully attained referrals	2,738
	Number of individuals who were placed in crisis or bridge housing	441
	Number of individuals who were linked to a permanent housing resource	359
	Number of individuals who were placed in permanent housing	98
E7: Strengthen the Coordinated Entry System (CES) (All data for this strategy is for the CES as a whole.)	Number of households screened through CES	13,976
	Average length of time in days from assessment to housing match	125
	Average length of time in days from housing match to actual housing move-in	17
	Average length of stay in days in crisis/bridge housing for those who exited in the reporting period	86
	Average acuity score of persons or households who have obtained permanent housing	7.09
	Number of persons/households who have increased their income	2,300
E8: Enhance the Emergency Shelter System (Data includes all participants served in programs funded in whole or in part by Measure H.)	Number of participants who entered crisis, bridge, or interim housing during the reporting period	7,297
	Number of participants who exited crisis, bridge, or interim housing to permanent housing during the reporting period	1,064
E10: Regional Coordination of LA County Housing Authorities	Average number of PHAs that participate in quarterly meetings	7

RESPONSES TO BOARD MOTIONS: OCTOBER 13, 2017 TO JANUARY 23, 2018

During the last quarter, the Chief Executive Officer (CEO) responded to nine Board motions. Summaries of these reports are below.

- **Expediently Utilizing Existing Measure H Funds to Increase Shelter Capacity (Item No. 41-E, Agenda of October 3, 2017)**

On October 18, 2017, the CEO provided an update to the Board on efforts completed thus far, as well as a timeline outlining key implementation actions, to expediently utilize Measure H funds to increase shelter capacity. On June 13, 2017, the Board approved \$56 million for Strategy E8 to enhance the emergency system to be an effective point-of-access to, and component of, an integrated Homeless Services System. During this fiscal year, the Los Angeles Homeless Services Authority (LAHSA), the lead agency for Strategy E8:

- Added more than 200 shelter beds to the Family System.
- Is adding more than 300 beds to the single adult and transition age youth systems, most of which will open in December 2017.
- Converted a third (795) of existing crisis housing beds to bridge housing programs which allow for more intensive service provision and longer term stays for participants.
- Converted two winter shelter programs into year-round programs (Pomona and Bell).

By the Spring of 2018: 1) Measure H will fund 85 new year-round bridge housing beds for women at the Sylmar Armory; 2) LAHSA will release a Request for Proposals (RFP) to add up to 600 beds for single adults, transition age youth and families in the 2018-19 contract year, based on the tentative FY 2018-19 funding for Strategy E8 approved by the Board on June 13, 2017; and 3) LAHSA will release a RFP for up to \$10 million in capital funds to increase the number of shelter beds.

LAHSA also awarded Strategy E8 one-time funds to five shelter programs to enhance their facilities to better accommodate the animal companions of people experiencing homelessness and reduce barriers to entry for pet owners. Funding will pay for items such as kennels, food, leashes, pet training, and cleaning supplies.

- **Motions on Crisis Housing (Item No. 5, Agenda of February 21, 2017; Item No. 9, Agenda of February 28, 2017; Items No. 2 and 13, Agenda of April 11, 2017)**

On October 24, 2017, the CEO provided a final consolidated report to the Board on various motions related to the need for crisis housing in each Service Planning Area. A chart that includes information on the number of LAHSA-funded shelter beds, potential number of new beds to be funded, and the number of unsheltered people identified by the 2017 Homeless Count is included as an attachment. Overall, there has been a five percent increase in the number of LAHSA-funded shelter beds since June 2017. Shelter capacity is expected to continue to increase as additional beds are funded through Measure H beginning in December 2017.

- **Crisis Housing for Women (Item No. 6, Agenda of June 13, 2017)**
 On November 1, 2017, the CEO provided an interim report on efforts to work with LAHSA, Health Services, and the Women and Girls Initiative to develop recommendations regarding whether funding in Homeless Initiative (HI) strategies, aside from Strategy E8, Enhance the Emergency Shelter System, should be set aside to specifically address the needs of women experiencing homelessness. A workgroup was formed to review LAHSA's August 25, 2017 report, *The Report and Recommendations of the Ad Hoc Committee on Women and Homelessness*. Based on the review, the workgroup agreed to have the CEO design and distribute a survey for HI strategy leads to report on their effectiveness in meeting the needs of women experiencing homelessness. The survey will specifically focus on the following four key elements highlighted by the LAHSA Report: 1) Data and Reporting; 2) Training and Capacity Building; 3) Funding; and 4) Service Delivery. Upon receipt of the survey results, the CEO will analyze this data, assess whether there are gaps, and make recommendations regarding policy changes and/or the need to set aside funding for women experiencing homelessness to ensure equity in access. The CEO will return to the Board with an update on these efforts by March 9, 2018.

- **Report Back No. 2 on Child Care for Homeless Families (Item No. 26, Agenda of June 13, 2017)**
 On November 9, 2017, the CEO provided a second interim report on access to child care for homeless families. On September 11, 2017, the CEO provided an interim response highlighting the formation of the Child Care Workgroup and an assessment of barriers and the feasibility of potential actions to increase access to both subsidized and unsubsidized child care programs. The CEO continues to: 1) collaborate with DPSS to enhance its role in connecting homeless families to subsidized child care; and 2) review Family Coordinated Entry System (CES) data to determine how many children experiencing homelessness are not eligible to, or able to be connected to child care entitlement programs on a timely basis. The CEO will return to the Board with an update on the Child Care Workgroup's efforts by February 24, 2018.

- **Antelope Valley Homeless Consortium (Item No. 62-A, Supplemental Agenda of August 1, 2017)**
 On November 14, 2017, the CEO provided a final report back to the Board on a directive to immediately establish the Antelope Valley Homelessness Consortium (AVHC) and report back in 90 days with a gap analysis and short-term and long-term recommendations aimed at regional solutions, including the recommended duration of the AVHC. The CEO worked with Supervisorial District Five (SD 5) in establishing AVHC, consisting of 21 representatives from the County, Cities of Palmdale and Lancaster, community-based service providers, faith-based organizations, and healthcare organizations. The CEO retained Corporation for Supportive Housing (CHS) to facilitate AVHC meetings with outreach and input sessions, and conduct a regional in-depth analysis of unmet homeless housing and service needs in Antelope Valley. Based on that analysis, CHS developed a set of recommendations that reflect the concerns and priorities of the AVHC and community at large, which are detailed

in an attachment to the memo. Moving forward, CSH recommends retaining a consultant to facilitate implementation of the AVHC's recommendations and ongoing work, starting with establishing a stable organizational structure for the AVHC. The CEO is to work with SD 5 to identify a consulting partner who has a proven track record of organizing and facilitating multi-sectoral efforts to prevent and combat homelessness, including expertise in housing development, a deficit which was unanimously identified by AVHC and the community at large.

- **Motion on Measure H Funding: Accounting of The Homeless Population that is Unaccounted for in the Greater Los Angeles Homeless Count (Item No. 12, Agenda of June 13, 2017)**

On November 21, 2017, the CEO provided a second interim report on potential ways that the homeless population that is unaccounted for in the Greater Los Angeles Homeless Count could be reflected in the future allocation of funding for the Measure H Strategies. On September 11, 2017, the CEO submitted the first interim report advising the Board that CEO Research and Evaluation Services Unit (RES) was in the process of analyzing various administrative data sources maintained by six County departments, the Homeless Management Information System for the Greater Los Angeles Continuum of Care, and school district data compiled by the Los Angeles County Office of Education; and findings would be submitted to the Board within 60 days. In the second interim report, the CEO indicated that RES had completed the preliminary analysis of administrative data and that the report would be discussed at the Homeless Policy Deputies Meeting on December 14, 2017, with the final report to be submitted to the Board thereafter.

- **Reducing the Homeless Transition Age Youth Population in the San Gabriel Valley (Item No. 34.7.4, Agenda of September 26, 2017)**

On December 11, 2017, the CEO provided a report on: 1) the feasibility of a drop-in center in the San Gabriel Valley for homeless youth ages 18-24; 2) the need for services for Transition Age Youth (TAY) in the San Gabriel Valley; and 3) Measure H Strategies, as well as, potential federal, state and local revenue sources, that could fund a drop-in center in the San Gabriel Valley. The CEO convened a group of stakeholders to address each of the Board's directives. Moving forward, the memo outlined continued efforts to enhance services for TAY in the San Gabriel Valley and countywide that include: 1) Co-location of the CES for Youth Lead agencies within the Department of Children and Family Services (DCFS) regional offices, which is targeted to begin in early 2018; 2) Pilot in SPA 3, specifically focused on connecting youth preparing for discharge from DCFS to Hathaway Sycamores Child and Family Services to link the targeted youth to available housing and supportive services upon discharge from foster care; and 3) Pilot in SPA 3 focused on connecting youth in Juvenile Probation camps to available housing and supportive services upon discharge from Probation.

- **Community Homelessness Education and Engagement Efforts (Item No. 11, Agenda of December 20, 2016)**

On December 15, 2017, the CEO reported on ongoing work with Fenton Communications, a consultant retained to research and identify best practices for facilitating community dialogues about siting Permanent Supportive Housing (PSH) and homelessness service sites. Fenton conducted focus groups in October and November in Downey, Sherman Oaks, Lancaster, and near LAX. Based on information gathered from the focus groups, Fenton drafted a toolkit designed to help developers and their community partners successfully site and build new PSH developments, which includes:

- Key messages related to homelessness and supportive housing
- How to talk about mental health issues
- Successful community outreach strategies
- Alternatives to traditional community meetings
- How to deal with opponents
- How to work with politicians on PSH development
- Common legal tools for affordable housing

Fenton will continue to work with the CEO and other stakeholders to identify best practices for engaging communities in dialogues regarding the siting of PSH and opportunities for the County to play a proactive role in facilitating these dialogues.

- **Outreach Plan to Address the Homeless Encampment Issues Along the Alameda Corridor (Item No. 4, Agenda of November 21, 2017)**

On January 23, 2017, the CEO provided a response to the Board's directive to work with LAHSA and other critical stakeholders, to develop a plan with the Alameda Corridor Transportation Authority (ACTA) to address the homeless encampment issues along the Alameda Corridor. The CEO convened a workgroup meeting of critical stakeholders on December 5, 2017, where five "hotspots" were identified along the Corridor, and there was a commitment to complete an assessment, develop an outreach strategy, and deploy outreach teams to each of the five "hotspots" on an ongoing basis. The response back includes an attachment that provides an update on the efforts that had taken place to address the homeless encampment issues as of January 11, 2018.