

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	A1 – Homeless Prevention Program for Families	
February 9, 2016 Board Action	Direct the Los Angeles Homeless Services Authority (LAHSA) and the Department of Public Social Services (DPSS), in consultation with relevant County departments and key community stakeholders, to develop an integrated, comprehensive homeless prevention program for families which draws on the Homeless Family Solutions System (HFSS) model and builds upon current available County homeless prevention funding sources to address rental/housing subsidies, case management and employment services, and legal services.	
Lead Departments	Los Angeles Homeless Services Authority Public Social Services	
Performance Metrics (actual)	<ul style="list-style-type: none"> • 75% of families will not exit the A1 program into crisis housing, defined as any of the following: <ul style="list-style-type: none"> ○ Emergency shelter; ○ Hotel/motel vouchers; ○ Hospital or other residential medical facility; ○ Substance abuse treatment facility; ○ Incarceration; ○ Car, abandoned building, or anywhere outside; ○ Temporary stay with family or friends (aka couch surf); ○ Transitional housing • 75% of families will retain or obtain permanent housing, defined as any of the following: <ul style="list-style-type: none"> ○ Rental by client without an A1 funded housing subsidy; ○ Owned by client without an A1 funded housing subsidy; ○ Staying/living with family or friends as a permanent arrangement; ○ Long-term care facility; ○ Permanent housing for formerly homeless 	
Expected Outcomes	Families at risk of homelessness maintain their housing	
Approved Funding	\$5 million one-time CalWORKs Fraud Incentives (DPSS)	
Implementation Dates	Phase I: Actual - May 2016 Phase II: Target – March 2017 (partial implementation in November 2016)	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • LAHSA released a Request For Information (RFI) for legal services, and has completed the quality review and scoring of the applicants. • Most of the Family Support Centers (FSCs) are in the process of hiring or deploying additional prevention staff utilizing the A1 funding and are ready to receive increased referrals of families in need of prevention services from the Department of Public Social Services. • The approach to providing prevention services for families experiencing Domestic Violence (DV) is being strengthened. As 	<ul style="list-style-type: none"> • Complete Legal Services RFI process and subcontract(s). • Complete all hiring and staff shifts at the FSCs to fully augment service capacity. • Complete development and implementation of DV assessment tool across HFSS.

part of the response to the 2/9/16 Board Motion on DV and Homelessness, LAHSA has been leading an inter-departmental workgroup to address DV issues and protocols for the Continuum Of Care. The workgroup is developing an assessment tool and procedure for identifying DV among individuals and families served by all HFSS programs, and LAHSA expects to integrate the tool once it is completed. In addition, \$1 million from Strategy B3 has been allocated for a pilot Rapid Re-Housing program for DV clients.

- Since December 2015, 341 families have received homeless prevention services through the FSCs and 160 families have retained permanent housing.

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Strategy	B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)	
February 9, 2016 Board Action	Direct the Departments of Public Social Services (DPSS) and Health Services (DHS) to work together to maximize both the number of disabled homeless individuals applying for SSI who are placed in subsidized housing and the recovery of those rental subsidy costs through Interim Assistance Reimbursement for individuals approved for SSI	
Lead Departments	Department of Public Social Services Department of Health Services	
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number of homeless individuals pursuing SSI who secure subsidized housing • Number of individuals who maintain subsidized housing during the SSI application period • Number of applicants ultimately approved for SSI • Amount of subsidy costs recovered through IAR for individuals approved for SSI 	
Expected Outcomes	<ul style="list-style-type: none"> • Homeless disabled adults pursuing SSI are stably housed • SSI applications for formerly homeless disabled adults are approved 	
Approved Funding	<ul style="list-style-type: none"> • \$3,725,000 Homeless Prevention Initiative funding • \$1 million one-time SB 678 funding (Probation) • \$4.6 million one-time AB 109 funding 	
Implementation Dates	Phase 1 - August 2016 Phase 2 - October 2016	
February 2017 Update:		
	Status	Next Steps
	<p><u>Phase 1:</u> DPSS continued monitoring implementation of the General Relief (GR) Housing Subsidy Program in the seven GR Offices that began implementation in August 2016. Phase 1 DPSS data as of December 31, 2016:</p> <ul style="list-style-type: none"> • 234 SSI applicants referred for B1 GR Housing Subsidy interview • 180 or 77% of these SSI applicants were determined eligible for and began searching for rental housing • 54 or 23% of these SSI applicants found housing within 45 days of beginning their search <p><u>Phase 2:</u> DHS began identifying disabled, homeless individuals eligible for B1, the majority of whom must have a criminal justice background, to make</p>	<p>DHS is leading implementation of a process for interested cities to collaborate on B1. DHS is leveraging the process it developed to implement Strategy B3-- Partner With Cities To Expand Rapid Re-Housing.</p>

them eligible for AB 109 and SB 678 funding. Phase 2 DHS data as of December 31, 2016:

- 55 clients on the SSI path were confirmed by the Sheriff to be eligible for Housing for Health services supported with B1 AB 109 funds
- 7 or 13% of these clients have secured permanent housing

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Strategy	B3 – Partner with Cities to Expand Rapid Re-Housing
February 9, 2016 Board Action	Direct the Department of Health Services (DHS) and the Los Angeles Homeless Services Authority (LAHSA) to partner with cities and expand the availability of rapid re-housing, as described per the description.
Lead Departments	Los Angeles Homeless Services Authority Department of Health Services
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number/percent of individuals/families/Transition Aged Youth (TAY) with permanent housing placement within 90 days. • Number/percent of individual with increased income from all potential sources at program exit. • Number/percent of families/individuals/TAY who can sustain unsubsidized housing upon program exit. • Number/percent of returns to homelessness within 24 months of placement in permanent housing.
Expected Outcomes	Homeless families, youth, and individuals are successfully housed and increase their income so that they can pay their own rent.
Approved Funding	<ul style="list-style-type: none"> • \$8,000,000 Homeless Prevention Initiative funding • \$11 million one-time SB 678 funding • \$7 million one-time AB 109 funding
Implementation Date	Individuals: June 2016 Families/TAY: October 2016

February 2017 Update:

Status	Next Steps
<ul style="list-style-type: none"> • Based on current resources and need for Rapid Re-Housing, DHS and LAHSA agreed that interested cities should focus on individuals, unless there is a significant need to partner with cities around families or youth. • The City of Santa Monica has moved forward with an agreement to put funding into the B3 initiative. The agreement is currently under review by the City of Santa Monica Human Services Department and their City Attorney. • The Cities of Pasadena and West Hollywood are ready to execute their agreement with Brilliant Corners. DHS will continue to work closely with all parties to ensure timely implementation. • Rapid Rehousing Outcomes: <ul style="list-style-type: none"> ○ Individual: 633 enrolled; 203 housed ○ Families: 38 households/131 persons enrolled; 34/121 persons housed ○ Youth: 26 enrolled; 5 housed 	<ul style="list-style-type: none"> • DHS staff is working toward completing agreements with the City of Santa Monica, City of Pasadena and City of West Hollywood by April 2017. • DHS contracts and grants staff executed an agreement with the City of West Covina. • DHS staff will continue to work actively with those cities who are working on agreements so they can be in place as soon as possible.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	B4 – Facilitate Utilization of Federal Housing Subsidies	
February 9, 2016 Board Action	Direct the Housing Authority of the County of Los Angeles (HACoLA) to develop the following temporary, two-year programs to encourage landlord acceptance of subsidized tenants with a Housing and Urban Development voucher issued by HACoLA: <ul style="list-style-type: none"> • Damage Mitigation/Property Compliance Fund • Vacancy payments to hold units • Security Deposit Assistance 	
Lead Department	Housing Authority of the County of Los Angeles	
Performance Metrics (actual)	<ul style="list-style-type: none"> • The number of homeless families assisted in 24 months • The number of rental units secured with incentive payments • The number of damage claims submitted to HACoLA 	
Expected Outcomes:	Homeless families, youth, and individuals with a federal housing voucher are able to secure permanent housing.	
Approved Funding	\$2,000,000 Homeless Prevention Initiative funding	
Implementation Date	May 2016	
February 2017 Update:		
	Status	Next Steps
	<p>HACoLA continues its marketing efforts with billboard advertisements throughout Los Angeles County. Additionally, HACoLA provided information about its incentive programs and recruited potential landlords to participate at the following community events:</p> <ul style="list-style-type: none"> • Veterans Affairs Medical Center Stand Down Event • CA Community Foundation Event • Pomona Homeless Project • Taste of Soul • 2016 Home Walk <p>As of December 23, 2016, HACoLA has:</p> <ul style="list-style-type: none"> • Received 183 landlord requests to participate in the Homeless Incentive Program (HIP); • Provided \$197,266 in incentive payments to secure 128 vacant units for HACoLA voucher holders, with an additional 17 vacant units currently in process to receive incentive payments; and • Successfully secured housing leases for 75 formerly homeless households, with housing leases for an additional 23 households in the final leasing stages. 	<ul style="list-style-type: none"> • HACoLA will continue its marketing efforts and will continue to recruit new landlords to participate in the Section 8 program through community meetings. • HACoLA is also evaluating the current incentives program to determine if it can be improved or supplemented with additional incentives.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	B6 – Family Reunification Housing Subsidy	
February 9, 2016 Board Action	<p>Direct the Department of Children and Family Services (DCFS) and Los Angeles Homeless Services Authority (LAHSA) to provide rapid re-housing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to the return of the child(ren), and the family meets the following criteria:</p> <ul style="list-style-type: none"> • The child(ren) are currently placed in out-of-home care (including relative caregivers) • The parent(s) have complied with or are in substantial compliance with all court orders for the return of their children • Homelessness is the sole barrier to the return of the child(ren) to their care • The family is a good candidate for rapid re-housing, rather than a longer-term housing subsidy 	
Lead Departments	<p>Children and Family Services Los Angeles Homeless Services Authority</p>	
Performance Metrics (potential)	<ul style="list-style-type: none"> • Number placed in permanent housing (includes subsidized and unsubsidized permanent housing, rapid re-housing, and permanent supportive housing) • Number who are prevented from being homeless or being discharged into homelessness • Number who gain employment or enroll in vocational training/education • Number/percent who retain permanent housing at 6, 12 & 18 mos. from date of placement 	
Expected Outcomes	Homeless families in the child welfare system, where the parents' homelessness is the sole barrier to the return of the child(ren), are successfully housed and reunited with their children	
<ul style="list-style-type: none"> • Approved Funding 	<ul style="list-style-type: none"> • \$2,000,000 DCFS funding • \$1,000,000 Homeless Prevention Initiative Funding (one-time) 	
Implementation Date	January 2017	
February 2017 Update:		
Status	Next Steps	
The Community Development Commission has entered into contracts with eight service providers, one in each Service Planning Area, to provide rapid re-housing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to family reunification.	<ul style="list-style-type: none"> • Monitor services provided by agencies. • Conduct internal trainings for Judicial Officers and County Counsel to provide information on the availability of B6 services. 	

	<ul style="list-style-type: none">• Schedule presentations for DCFS Regional offices countywide to provide information on the availability of B6 services.• Submit concept paper to California Department of Social Services to expand services through Bringing Families Home funding available in FY 16-17 State budget.
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Strategy	B7 – Interim/Bridge Housing for those Exiting Institutions	
Strategy Direction	Direct the Los Angeles Homeless Services Authority (LAHSA), in collaboration with the Department of Health Services (DHS), Department of Mental Health (DMH), Probation Department, Department of Children and Family Services (DCFS), and Sheriff (LASD) to develop and implement a plan to increase the interim/bridge housing stock across the County, including identification of funding that can be used to support the increase.	
Lead Department	Los Angeles Homeless Services Authority	
Performance Metrics (potential)	<ul style="list-style-type: none"> • Number of individuals who are discharged from institutions to interim/bridge housing who leave interim/bridge housing for permanent housing • Number of individuals who are discharged from institutions to interim/bridge housing who increase their income • Number of individuals who are discharged from institutions to interim/bridge housing (number utilizing B7 funded beds) 	
Expected Outcomes	Homeless individuals exit institutions (e.g., jails and hospitals) into interim housing instead of being discharged into homelessness.	
Current Funding Level	<ul style="list-style-type: none"> • \$3,250,000 Homeless Prevention Initiative funding • \$4,600,000 AB 109 funds (one-time) • \$3,400,000 SB 678 funds (one-time) 	
Implementation Dates	October 2016	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • LAHSA, DHS, and the Sherriff discussed how to make connections between the Jail In-Reach Program (D2) and B7. An estimated 20% of jail inmates are homeless. • Effective February 1, 2017, to be eligible to bridge housing under this strategy, individuals will need to have exited an institution within the preceding two months. LAHSA will meet with B7 providers in March 2017 for a progress update the impact of this eligibility requirement. • DHS has over 600 bridge housing beds for individuals with complex health and/or behavioral health conditions. DHS bridge housing includes recuperative care and settings with onsite intensive behavioral health services. Through B7, DHS is able to serve clients with a criminal justice history who are eligible for AB109 or SB678 funding. DHS has provided bridge housing to over 50 individuals whose eligibility has been verified by the Sheriff and/or the Probation Department. DHS currently 	<ul style="list-style-type: none"> • Continue discussions with the Hospital Association of Southern California regarding processes for connecting non-County hospital discharge planners with the B7 bridge housing beds. • LAHSA will schedule a follow up meeting with bridge housing providers to evaluate performance and determine if assistance is needed with referrals

has several hundred clients pending eligibility verification.

from institutions.

- LAHSA and DHS will continue to discuss how the jail in-reach program can collaborate with the bridge housing program.

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Strategy	C2 – Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise
February 9, 2016 Board Action	Direct the Chief Executive Office (CEO) to support Social Enterprises/Alternate Staffing Organizations to increase employment opportunities for Homeless Adults as described herein.
Lead Department	Chief Executive Office
Performance Metrics (potential)	<ul style="list-style-type: none"> • Increase in the number of employment opportunities available for homeless people, recently homeless, or those at risk of homelessness resulting from increased utilization of social enterprises/ASOs • Percentage of social enterprise employees who are able to move on to non-supported employment • Number of workers engaged in ASO assignments • Reduction in dependence on public benefits due to ASO assignment
Expected Outcomes	Homeless/formerly homeless adults secure employment
Approved Funding	\$2,000,000 Homeless Prevention Initiative funding
Implementation Date	<ul style="list-style-type: none"> • Phase 1: Actual - October 2016 • Phase 2: Target - April 2017 • Phase 3: Target - July 2017

February 2017 Update

Status	Next Steps
<ul style="list-style-type: none"> • Phase one included County adoption of the Social Enterprise Preference Program, including an Ordinance to provide preference to Social Enterprise entities during the procurement process. Additional components of the Social Enterprise Preference Program, including the Social Enterprise Certification Program were also implemented in October 2016. • Continuing to work with County Counsel and Internal Services Department on Phase 2 which will include: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Development of a Request for Statement of Qualifications to support the creation of Alternative Staffing Organizations (ASOs); and 3) Designating ASO's as the preferred temporary staffing agency for County Departments, Contractors and sub- contractors. • Phase 3 will include leveraging the DPSS CalWORKS Transitional Subsidized Employment program to place program participants with ASOs operated by Social Enterprise. 	<ul style="list-style-type: none"> • Continue to explore technical assistance opportunities with experts in the Social Enterprise arena. • Share adopted Social Enterprise Preference Program with cities interested in collaborating. • Development of a comprehensive inventory of services provided by certified Social Enterprises in LA County. • Draft proposal for review by County Counsel, Consumer and Business Affairs and Internal Services Department on plan for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County Departments, contractors and subcontractors.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness	
February 9, 2016 Board Action	Direct the Department of Health Services (DHS) to collaborate with the Department of Public Social Services (DPSS) and other relevant County Departments to establish a Countywide Supplemental Security Income Advocacy Program as described herein.	
Lead Department	Health Services - implemented in collaboration with C5 and C6, with DHS overall lead.	
Performance Metrics (actual)	<ul style="list-style-type: none"> • 80% approval rate on all benefits applications submitted to the Social Security Administration, DPSS, and Department of Veterans Affairs • 75% of clients are linked to and have access to health, mental health, and substance use disorder services as needed including assisting clients with establishing a medical home and maintaining continuity with their medical home. This includes, but is not limited to, ensuring clients have health care coverage or assisting clients with obtaining health care coverage (i.e. Medi-Cal), identifying clients' assigned primary care provider, assisting clients with changing assigned primary care provider as appropriate to meet clients' needs, and ensuring clients have access to primary care provider (transportation, assistance with appointment scheduling, etc.) • Number/percentage of applications approved at each level of the application process • Time to benefits establishment 	
Expected Outcomes	<ul style="list-style-type: none"> • Disabled individuals who are homeless or at-risk of homelessness are approved for SSI and secure/ maintain housing. • The County is reimbursed for housing subsidies provided to disabled individuals during the SSI application process, once SSI is approved. 	
Approved Funding	\$6,800,000 ongoing annual DPSS funds	
Implementation Date	March 2017	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • Bi-monthly planning meetings between DHS (lead), DPSS and Department of Mental Health (DMH) to discuss C4, C5, C6 solicitation and transition plan. • Bi-monthly planning meetings between Department of Military and Veterans Affairs (DMVA), L.A. Sheriff's Department (LASD) and DHS' Director of Care Transitions to integrate strategy C5 with strategies C4 and C6 in the solicitation. • Procurement process for contractors is nearly complete. 	<ul style="list-style-type: none"> • Ongoing monthly meetings scheduled with DMVA and LASD to discuss program development. • Ongoing bi-monthly meetings scheduled with DPSS and DMH to create

<ul style="list-style-type: none"> • Discussed SOAR technical assistance application for the Continuum of Care on November 16, 2017. • DHS met with DPSS to discuss referral mechanisms through the LRS system on November 23, 2016. • DHS and LAHSA met on December 5, 2016 to discuss data collection for the program and CES integration strategies. • DHS staff met on December 15, 2016 with representatives from the City of Long Beach to discuss data collection for the program and CES integration strategies. • Met with DHS' selected IT vendor on the architecture of the data collection tool for benefits advocacy on December 23, 2016. 	<ul style="list-style-type: none"> • a process to move the program from DPSS to DHS and newly contracted agencies. • Board letter with recommended contracts is scheduled for March 2017.
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**MEASURE H REVENUE REQUEST
STRATEGY AT-A-GLANCE**

Strategy	C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness
February 9, 2016 Board Action	Direct the Department of Military and Veterans Affairs (DMVA) to contract for one or more Homeless Veterans Benefits Specialist Resource Teams as described herein.
Lead Departments	Department of Military and Veterans Affairs and Department of Health Services (DHS) – implemented in collaboration with C4 and C6, with DHS overall lead.
Performance Metrics (actual)	<ul style="list-style-type: none"> • 80% approval rate on all benefits applications submitted to the Social Security Administration, Department of Public Social Services, and Department of Veterans Affairs • 75% of clients are linked to and have access to health, mental health, and substance use disorder services as needed including assisting clients with establishing a medical home and maintaining continuity with their medical home. This includes, but is not limited to, ensuring clients have health care coverage or assisting clients with obtaining health care coverage (i.e. Medi-Cal), identifying clients’ assigned primary care provider, assisting clients with changing assigned primary care provider as appropriate to meet clients’ needs, and ensuring clients have access to primary care provider (transportation, assistance with appointment scheduling, etc.)
Expected Outcomes	Disabled Veterans who are homeless or at-risk of homelessness are approved for Veteran’s Benefit’s and secure/ maintain housing
Approved Funding	\$1,200,000 HPI- NCC funds
Implementation Date	March 2017

February 2017 Update:

Status	Next Steps
<ul style="list-style-type: none">• Bi-monthly planning meetings between DHS (lead), DPSS and Department of Mental Health (DMH) to discuss C4, C5, C6 solicitation and transition plan.• Bi-monthly planning meetings between DMVA, L.A. Sheriff's Department (LASD) and DHS' Director of Care Transitions to integrate strategy C5 with strategies C4 and C6 in the solicitation.• Procurement process for contractors is nearly complete.• Discussed SOAR technical assistance application for the Continuum of Care on November 16, 2017.• DHS met with DPSS to discuss referral mechanisms through the LRS system on November 23, 2016.• DHS and LAHSA met on December 5, 2016 to discuss data collection for the program and CES integration strategies.• DHS staff met on December 15, 2016 with representatives from the City of Long Beach to discuss data collection for the program and CES integration strategies.• Met with DHS' selected IT vendor on the architecture of the data collection tool for benefits advocacy on December 23, 2016.	<ul style="list-style-type: none">• Ongoing monthly meetings scheduled with DMVA and LASD to discuss program development.• Ongoing bi-monthly meetings scheduled with DPSS and DMH to create a process to move the program from DPSS to DHS and newly contracted agencies.• Board letter with recommended contracts is scheduled for March 2017.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	C6 – Targeted SSI Advocacy for Inmates
February 9, 2016 Board Action	Direct the Sheriff’s Department and the Department of Health Services, in collaboration with the Department of Mental Health (DMH), to develop a Supplemental Security Income (SSI) Advocacy Program for Inmates.
Lead Departments	Health Services and Sheriff (Care Transition Director) - implemented in collaboration with C4 and C5, with DHS overall lead.
Performance Metrics (actual)	<ul style="list-style-type: none"> • 80% approval rate on all benefits applications submitted to the Social Security Administration, Department of Public Social Services, and Department of Veterans Affairs • 75% of clients are linked to and have access to health, mental health, and substance use disorder services as needed including assisting clients with establishing a medical home and maintaining continuity with their medical home. This includes, but is not limited to, ensuring clients have health care coverage or assisting clients with obtaining health care coverage (i.e. Medi-Cal), identifying clients’ assigned primary care provider, assisting clients with changing assigned primary care provider as appropriate to meet clients’ needs, and ensuring clients have access to primary care provider (transportation, assistance with appointment scheduling, etc.)
Expected Outcomes	Disabled inmates who are homeless or at-risk of homelessness upon being released from jail are approved for SSI Benefits and secure / maintain housing.
Approved Funding	\$1,000,000 AB 109 funds
Implementation Date	March 2017

February 2017 Update:	
Status	Next Steps
<ul style="list-style-type: none"> • Bi-monthly planning meetings between DHS (lead), DPSS and DMH to discuss C4, C5, C6 solicitation and transition plan. • Bi-monthly planning meetings between Department of Military and Veterans Affairs (DMVA), L.A. Sheriff's Department (LASD) and DHS' Director of Care Transitions to integrate strategy C5 with strategies C4 and C6 in the solicitation. • Procurement process for contractors is nearly complete. • Discussed SOAR technical assistance application for the Continuum of Care on November 16, 2017. • DHS met with DPSS to discuss referral mechanisms through the LRS system on November 23, 2016. • DHS and LAHSA met on December 5, 2016 to discuss data collection for the program and CES integration strategies. • DHS staff met on December 15, 2016 with representatives from the City of Long Beach to discuss data collection for the program and CES integration strategies. • Met with DHS' selected IT vendor on the architecture of the data collection tool for benefits advocacy on December 23, 2016. 	<ul style="list-style-type: none"> • Ongoing monthly meetings scheduled with DMVA and LASD to discuss program development. • Ongoing bi-monthly meetings scheduled with DPSS and DMH to create a process to move the program from DPSS to DHS and newly contracted agencies. • Board letter with recommended contracts is scheduled for March 2017.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	D2 – Expansion of Jail In Reach	
February 9, 2016 Board Action	Direct the Sheriff’s Department (LASD) and Health Services (DHS) to work with their non-profit partner agencies and collaborating County departments to expand Jail in Reach to make it available to all homeless people incarcerated in a Los Angeles County jail, subject to available funding.	
Lead Departments	Health Services Sheriff	
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number of inmates who receive jail in reach services • Number of inmates connected to Coordinated Entry System • Number of inmates connected to shelter or housing upon release • Number of inmates transported to housing upon release • Number of inmates connected to supportive housing within 12 months of release (as verified by HMIS or HFH) • Number of inmates connected to General Relieve, Supplemental Security Insurance, Medi-Cal • Number of inmates who attained photo ID, birth certificate 	
Expected Outcomes	Homeless inmates receive support services while incarcerated to avoid homelessness upon discharge from jail.	
Approved Funding	<ul style="list-style-type: none"> • \$3,000,000 AB 109 funds (one – time) • \$2,000,000 Homeless Prevention Initiative funding (one – time) 	
Implementation Date	January 2017	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • Recruitment and hiring of 4 Clinical Social Workers (DHS) and 4 Custody Assistants (LASD) for the project has been mostly completed. Two social workers started in December 2016, one started on January 3, 2017, and the fourth is in the onboarding process. Three Custody Assistants have been assigned to the project by LASD; the fourth will start when the final social worker starts. • Training for the Clinical Social Workers was conducted in December, including LASD orientation, Housing for Health/Office of Diversion and Reentry (ODR) orientation, shadowing Jail Linkage staff and existing ODR housing case managers, attending court hearings, and completing HMIS training. • LAMP, Special Services for Groups (SSG), Amity Foundation, and Volunteers of America have each identified/hired three case 	<ul style="list-style-type: none"> • Tour of the Jail 231 unit and planning meeting with in-reach agencies. • Onboarding of fourth Clinical Social Worker and Custody Assistant. • Complete LASD clearance for remaining community agency case managers and start in reach activities in jail. • Further refine project protocols, roles of social workers and case managers, and paths to

<p>managers and submitted background check packets to the Sheriff's Department for clearance to enter the jail facilities. By the end of December 2016, two case managers had been cleared for entry.</p> <ul style="list-style-type: none">• Planning meetings for this strategy were incorporated into the ODR Service Provider monthly meetings that include the four in-reach agencies, Housing for Health, LASD, DHS Correctional Health and Jail Linkage program. Initial Program workflows and project plans have been developed.	<p>ongoing case management and homeless services in the community upon release.</p>
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MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	D4 – Regional Integrated Re-entry Networks- Homeless Focus	
February 9, 2016 Board Action	Direct the Office of Diversion and Reentry (OD&R), in collaboration with the Care Transitions Unit of the new Integrated Jail Health Services division, and the Sheriff’s Department (LASD) to incorporate a focus on homeless individuals into the multidisciplinary, clinically-focused Regional Integrated Re-entry Networks which are already being developed.	
Lead Departments	Department of Health Services (DHS) Sheriff’s Department	
Performance Metrics (potential)	<ul style="list-style-type: none"> • Number of homeless justice-involved individuals who secure permanent housing • Number of homeless justice-involved individuals who are linked to clinical services/care • Number of homeless justice-involved individuals who retain permanent housing 	
Expected Outcomes	Homeless individuals involved with the criminal justice system are connected to support services to enable them to effectively re-integrate into the community.	
Approved Funding	<ul style="list-style-type: none"> • \$2,000,000 AB 109 funds (one – time) • \$800,000 Homeless Prevention Initiative funding (one – time) 	
Target Date	June 2017	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • Development of D4 implementation strategy continues in conjunction with planning for the County’s Whole Person Care pilot services for the reentry population. • Whole Person Care reentry workgroup meetings were held on October 4, October 21, November 14, and December 8, 2016 and included participants from DHS, LASD, Mental Health, Public Health, Probation, LA Regional Reentry Partnership (LARRP), LA Care, and HealthNet. • Presentation and discussion at LA Regional Re-Entry Partnership meeting on November 10, 2016 to solicit feedback from community reentry organizations on developing reentry network. • Initial concept for use of D4 funds was developed by project leads in late December 2016, to be shared with partner agencies for input in January 2017. This plan involves use of DHS Master Agreements for Intensive Case Management Services to fund approximately 12 homeless case manager positions to be 	<ul style="list-style-type: none"> • Share initial concept for use of D4 funds with partner agencies and community volunteers for input and discussion (Jan/Feb 2017). • Whole Person Care Reentry Town Hall meetings to engage potential reentry healthcare network participating agencies targeted for January 31 and February 1, 2017. • Finalize plan for use of funds and contracting strategy, and begin

<p>embedded in and serve as a resource to reentry healthcare network agencies across the County.</p> <ul style="list-style-type: none">• Reentry Health Network Coordinator, funded through LA Care Community Health Investment Fund grant, started on October 18, 2016.	<p>implementation.</p>
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**MEASURE H REVENUE REQUEST
STRATEGY AT-A-GLANCE**

Strategy	D6 – Criminal Record Clearing Project	
February 9, 2016 Board Action	Direct the Public Defender (PD), in collaboration with the Office of the Alternate Public Defender (APD), Probation Department (Probation), Department of Public Social Services (DPSS), and Sheriff’s Department to develop a Criminal Record Clearing Project (CRCP), as described herein.	
Lead Department	Public Defender	
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number of staff from CRCP agencies who complete the criminal record clearing training • Number of individuals served through this program who demonstrate an increase in income within 6-12 months after a dismissal • Number of individuals served through this program who maintain or secure housing within 6-12 months after a dismissal 	
Expected Outcomes	Homeless individuals with criminal records have their offences expunged, thereby increasing their ability to secure both employment and housing.	
Approved Funding	\$200,000 Homeless Prevention funding (one – time)	
Implementation Date	May 2017	
February 2017 Update:		
Status		Next Steps
<ul style="list-style-type: none"> • Implementation planning discussions on direct record clearing services for homeless clients to create a mobile office/outreach model continued during this quarter. • On October 26, 2016, the initial meeting with Community Based Organizations (CBOs) was convened to get input on best practices for record clearing programs. Representatives from the following agencies attended the meeting: St. Joseph’s Center; The Whole Child; HOPICs; Union Station; Integrated Recovery Network; Volunteers of America; People Assisting the Homeless; Homeless HealthCare; and A New way of Life. CBOs will provide additional input electronically in late January/early February in preparation for the next meeting with CBOs. • Public Defender is finalizing a draft Program fact sheet/outline for the upcoming meeting with CBOs. 		Meeting with CBOs in February 2017.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	E14 – Enhanced Services for Transition Age Youth
February 9, 2016 Board Action	<p>Direct the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA) to provide additional funding to support the expansion of the Youth Coordinated Entry System (CES) and programs providing housing navigation, access/drop-in centers, shelter, after care/case management and transitional housing for youth. Funding will be allocated based on geographic burden and need, as determined by the 2015 Homeless Count results for the Los Angeles, Glendale, Pasadena and Long Beach Continuums of Care.</p> <p>Direct the Los Angeles Homeless Services Authority to work with the CEO, key county departments, the Los Angeles County Office of Education and a Community-Based Organization (CBO) serving mainstream youth to design a Youth Housing Stability Assessment pilot where one or more county departments, one or more school districts, and a CBO serving mainstream youth will administer a quick prescreening tool to determine if a youth should be referred to the Youth CES.</p> <p>Direct the CEO and the LAHSA to work with the Los Angeles Coalition to End Youth Homelessness (LACEYH) to increase and maximize collaboration between County agencies and community-based organizations serving homeless youth.</p>
Lead Departments	Chief Executive Office Los Angeles Homeless Services Authority
Performance Metrics (potential)	<ul style="list-style-type: none"> • The number of TAY who are housed • The number of TAY who maintain housing • The number of TAY who become self-sufficient • The number of TAY who are prevented from becoming homeless
Expected Outcomes	Homeless Transition Age Youth secure and retain permanent housing.
Approved Funding	\$5,000,000 Homeless Prevention Initiative funding (one – time)
Implementation Date	<ul style="list-style-type: none"> • Phase 1 – Actual- August 2016 • Phase 2 - Actual - September 2016 • Phase 3- Target – June 2017 • Phase 4- Actual – October 2016

February 2017 Update:

Status	Next Steps
<p>Phase 1- Work with LA Coalition to End Youth Homelessness: Since August 2016, LAHSA has developed and/or strengthened partnerships the LA Coalition to End Youth Homelessness (LACEYH) and the key agencies and systems that interface with youth experiencing homelessness, including DCFS, Probation, DMH, Office of Public Defender (OPD), DHS, LA Community College District, LACOE, Libraries, and the agencies participating in the Performance Partnership Pilot (P3). In addition to inviting agencies to participate in LACEYH Steering Committee and quarterly meetings, agencies have delivered presentations on the programs within their agency that serve youth experiencing homelessness. These presentations will continue in order to educate providers serving youth experiencing homelessness about the programs and resources that exist, and to build relationships between the community and the public agencies.</p> <p>Having Youth CES lead agencies in every Service Planning Area (SPA) has also helped to streamline and target dissemination of emerging resources and programs. For example, in December 2016, the CEO Homeless Initiative shared the new online educational programs launched by the County's Public Libraries. The Career Online High School gives young people experiencing homelessness the opportunity to earn an accredited high school diploma or credentialed career certificate.</p> <p>Phase 2 – Support the Enhancement of the Youth CES: Youth CES expansion took place through the 100 Day Challenge. The Challenge supported the expansion of Youth CES by providing high quality technical assistance that helped the Youth CES Regional Coordinators and partners quickly implement Youth CES; identify and remove barriers; acquire knowledge to make better-informed decisions for building regional capacity; and bring in targeted supports necessary to build out the Youth CES system. In addition to coaching from the Rapid Results Institute, each Youth CES Regional Coordinator was supported by LAHSA and the County CEO Homeless Initiative to create SPA-based teams with key partners at the table, including housing providers, homeless youth support service providers, and key public agency partners that interface with youth experiencing homelessness, including DMH, DCFS, Probation, and YouthSource. Each SPA has developed, collaborated, and built partnerships with other service providers, system partners, and communities outside of their area to support their efforts to house youth experiencing homelessness.</p>	<ul style="list-style-type: none">• Continued collaboration across all sectors to develop community plan for ending youth homelessness.• LAHSA is continuing to meet with foundations and other community partners to identify new crisis housing sites to continue to build the capacity of crisis housing for TAY experiencing homelessness across the County.• To better understand the housing capacity needed, Youth CES data will be analyzed to inform the array and types of housing resources needed to meet the needs of youth experiencing homelessness and housing instability.• Continue to identify strategies for removing barriers to accessing housing for youth.• Identification of system enhancements needed within the mainstream systems to more effectively serve youth.

Outcomes achieved through this effort included:

- 1,025 youth ages 18-25 have been assessed through CES, with 50% being assessed through the Youth CES using the Next Step Tool, 9% through the Family CES and 41% through the Single Adult CES
- Exceeding goals of the 100 Day Challenge on Youth Homelessness by housing 257 youth with 77% securing permanent housing and 23% securing transitional housing with a plan for permanent housing in place; and
- Significant learning and collaboration across SPAs and with mainstream system partners. Ongoing discussion about system change to better support youth is planned during the “What’s Next” workshop scheduled for February 6, 2017

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	E6 – Countywide Outreach System	
February 9, 2016 Board Action	Direct the Los Angeles Homeless Services Authority (LAHSA), in conjunction with relevant County agencies and community based organizations, to develop and implement a plan to leverage current outreach efforts and create a countywide network of multidisciplinary, integrated street based teams to identify, engage and connect, or re-connect, homeless individuals to interim and/or permanent housing and supportive services.	
Lead Departments	Los Angeles Homeless Services Authority Mental Health	
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number of unduplicated individuals engaged. • Number of unduplicated individuals assisted • Percentage of unduplicated individuals being assisted who are linked to health, mental health, substance abuse treatment, and/or sources of income • Percentage of unduplicated individuals assisted who are successfully linked to interim housing • Percentage of unduplicated individuals assisted who are linked to a permanent housing resource • Percentage of people unduplicated individuals assisted who are permanently housed 	
Expected Outcomes	Homeless individuals living on the streets and in homeless encampments obtain permanent housing and support services.	
Approved Funding	\$12,700,000 Homeless Prevention Initiative funding (one – time)	
Implementation Date	March 2017	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • Coordinated Entry System (CES) Leads have commenced hiring Service Planning Area (SPA)-wide Outreach Coordinators and it is projected that they will be fully hired by the end of the first quarter of 2017. • It is anticipated that the recently-funded Multidisciplinary Teams (MDTs) will begin in the first quarter of 2017. • MDT budgets have been submitted by 4 of the 8 CES regional leads and are in review by E6 lead agencies. The goal is to enter into Intensive Case Management Services (ICMS) contracts by the end of January 2017. • E6 lead agencies met with all 8 CES regional leads from December 1, 2016 - January 13, 2017 to negotiate contracts for the multidisciplinary staff. 	<ul style="list-style-type: none"> • SPAs will finalize hiring of SPA-wide Outreach Coordinators. • DHS will finalize MDT ICMS contracts with CES SPA leads by the end of February 2017. • SPA Leads begin to staff up MDTs upon finalization of contracts. • E6 leads to visit SPAs to continue discussions

<ul style="list-style-type: none"> • The countywide Macro Outreach Coordinator started at LAHSA on December 1, 2016 • E6 leadership and HI leadership met with "211" on November 8, 2016 regarding management of the centralized call center. A statement of work was developed and sent to "211" which they reviewed and in response developed a proposal. Discussions are continuing. The target date for the call center will be determined after negotiations with 211 are finalized in February/March 2017. • Draft performance metrics for MDTs were shared with SPA Leads for their consideration; their input is pending. • Community volunteers continue to be engaged in the planning process. 	<p>around SPA-wide implementation of MDTs.</p> <ul style="list-style-type: none"> • DHS will create mechanism for MDTs to "shadow" existing Skid Row C3 teams. • Leadership team will finalize centralized call center contract with 211 and then will work with CES SPA leads to implement new outreach referral system. • LAHSA will explore how best to integrate centralized call center outreach requests with new HMIS.
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MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	E7 – Strengthen the Coordinated Entry System	
February 9, 2016 Board Action	Direct the Los Angeles Homeless Services Authority (LAHSA), in collaboration with the departments/agencies listed below, to assess the adult Coordinated Entry System (CES), the Homeless Families Solutions System (HFSS), and the “under construction” coordinated system for transition age youth, develop a recommended plan to strengthen these three related systems, and submit the plan for consideration.	
Lead Department	Los Angeles Homeless Services Authority (LAHSA)	
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number of households screened and matched to a housing resource through CES • Length of time from assessment to housing match • Length of time from housing match to actual housing move-in • Average length of stay in crisis/bridge housing • Number or persons/households who have moved into housing • The need and acuity level of those who are obtaining permanent housing • Number of persons/households who have increased their income as well as the source of that income increase • Percentage of persons who retain their housing over a 12-month period • Overall data quality within the system 	
Expected Outcomes	Homeless families, adults, and youth secure and retain appropriate, permanent housing.	
Approved Funding	\$2,000,000 Homeless Prevention Initiative funding (one – time)	
Implementation Date	March 2017	
February 2017 Update:		
	Status	Next Steps
	<ul style="list-style-type: none"> • Development of recommendations to strengthen CES: <ul style="list-style-type: none"> ○ In order to obtain community input on future vision for CES and what areas of CES could be strengthened, LAHSA brought all three systems together through monthly meetings that were held with system leaders for adults, families, and youth. ○ In November, LAHSA also conducted six community feedback sessions for the family system involving representatives from the Family Solutions Centers (FSC) and clients served in the family system. ○ LAHSA participated in the 100-day challenge to end youth homelessness and received national technical assistance and constant input regarding where system improvements can be made. ○ LAHSA drafted a recommendation to strengthen CES, and 	<ul style="list-style-type: none"> • LAHSA will seek input from community organizations and stakeholders regarding the CES for families system and use feedback regarding areas that can be strengthened in creating the RFP for the following three fiscal years. • Final recommendations to strengthen CES will be submitted to the CEO in

submitted it to the County CEO Homeless Initiative for review.

- LAHSA continued to work with the contractors who were funded through the CES RFP. On November 15, 2017, LAHSA hosted a Housing Navigation Kick Off session with the contractors to discuss program overview and scope of required services, performance targets and HMIS.
- LAHSA has finalized contracting with its new HMIS vendor BitFocus. LAHSA and BitFocus discussed the transition planning and input on system setup needs. A preliminary timeline for a full switchover of the HMIS system has been developed.

January followed by Homeless Policy Deputies' review and consideration by the Board of Supervisors.

- LAHSA will participate in a lessons learned and future planning process for the youth system as part of the 100-day challenge.
- In late January, LAHSA will release the CES for families RFP which will have some identified areas to strengthen CES.
- By May 2017, LAHSA and new HMIS vendor will complete the switch over of all programs in the current system to the new system.

MEASURE H REVENUE REQUEST STRATEGY AT-A-GLANCE

Strategy	E8 – Enhance the Emergency Shelter System
February 9, 2016 Board Action	Direct the Los Angeles Homeless Services Authority (LAHSA) to enhance the emergency shelter system, as described herein.
Lead Department	Los Angeles Homeless Services Authority
Performance Metrics (actual)	<ul style="list-style-type: none"> • Number of LAHSA funded shelter beds that operate 24-hours • Number of LAHSA funded shelters that have increased accommodations for pets • Number of Housing Navigators funded through the Coordinated Entry System (CES) Request For Proposals • Number and percentage of individuals, families, and youth who have entered LAHSA funded crisis housing programs who exit the program in the reporting period (broken out by exit destination including permanent housing population, and Service Planning Area (SPA) • Number and percentage of individuals, families, and youth who have entered LAHSA funded bridge housing programs who exit the program in the reporting period (broken out by exit destination including permanent housing population, and SPA) • Number of LAHSA funded shelter beds that operate 24-hours <ul style="list-style-type: none"> ○ 1,595 • Number and percentage of individuals, families, and youth who have entered LAHSA funded crisis or bridge housing programs who exit the program in the reporting period (broken out by exit destination including permanent housing population, and SPA) • Number of days from entrance into a shelter program to a housing placement (broken out by type of housing obtained, population, and SPA) • Average length of shelter stay
Expected Outcomes	<ul style="list-style-type: none"> • Homeless families, adults and youth exit emergency shelter into permanent housing, • The average length of shelter stay is reduced.
Approved Funding	\$1,500,000 Homeless Prevention Initiative funding (one – time)
Target Date	October 2016

February 2017 Update:	
Status	Next Steps
<ul style="list-style-type: none"> • LAHSA developed a “CES Newsletter” to disseminate stories, policies, and updates to the County and City of LA stakeholders in order to increase communication and collaboration. • On November 15, 2016, LAHSA hosted a CES Housing Navigation Kick Off meeting with the newly-selected contractors to discuss the program, requirements and performance outcome expectations as well as to provide an opportunity to address any questions pertaining to the program. • On December 15, 2016, LAHSA and Abt Associates hosted a CES Housing Navigation Boot camp for newly-hired housing navigators to provide an overview of the program, and training on best practices around serving individuals and efficient and effective service delivery. • On January 11, 2017, LAHSA Outcomes Team hosted a webinar with the contractors to discuss performance outcome targets for the Housing Navigation program and provide an in-depth training on how to successfully meet their targets and outcomes. • LAHSA finalized the low-threshold common shelter criteria and continues to assess how the criteria may be implemented. • LAHSA has engaged animal advocacy groups to connect them with shelters and collect information on best practices. LAHSA is also evaluating its animal and storage policies and how it can best support the shelters. 	<ul style="list-style-type: none"> • In late January, the new “CES Newsletter” will be disseminated. • In February 2017, LAHSA will assess the length of participant shelter stays (pre and post implementation of 24/7 shelter operations). • Quality Standards Coordinator and Bridge Housing Coordinator will be hired to continue collaborating with the partners to enhance the system.