



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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May 9, 2017

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

From: Sachi A. Hamai  
Chief Executive Officer

## HOMELESS INITIATIVE QUARTERLY REPORT #5

On February 9, 2016, the Board of Supervisors (Board) approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 Strategies to combat homelessness, and instructed the Chief Executive Officer (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. The last quarterly report was provided to the Board on February 9, 2017. This is the fifth HI quarterly report to the Board which addresses the implementation status of the 47 approved Strategies with highlights and impact stories, status of Board directives and motions, and other key HI activities.

### Status Update on HI Strategies

Of the 47 HI Strategies approved by the Board, 29 have been fully or partially implemented, 12 are targeted to be implemented by July 2017, three by September 2017 and three have implementation dates that are yet to be determined, as reflected in Attachment I. Implementation status and next steps for the 47 HI Strategies can be found in Attachment II.

### Strategy Implementation Highlights

County departments and their community partners have made substantial progress in implementing the HI Strategies approved by the Board; implementation highlights to date include:

*"To Enrich Lives Through Effective And Caring Service"*

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- **A1: Homeless Prevention Program for Families**  
179 families have retained permanent housing; 413 families are currently being assisted with homeless prevention services.
- **A2: Discharge Planning Guidelines**  
The Discharge Planning Guidelines were finalized in April 2017 after being vetted by impacted departments.
- **B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI**  
Through March 31, 2017, 124 individuals have been housed and 370 are searching for housing.
- **B3: Partner with Cities to Expand Rapid Re-Housing**  
594 households have been housed; 1,014 households are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County has executed a partnership agreement with the City of West Covina and is currently working on contracts with the cities of Alhambra, Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for individuals.
- **B4: Facilitate Utilization of Federal Housing Subsidies**  
There were 342 landlord requests to participate in the Homeless Incentive Program (HIP), with 297 vacant units secured for voucher holders, and an additional 27 vacant units being processed. There were 254 homeless households successfully housed, with an additional nine households in the final stages of placement.
- **B7: Interim/Bridge Housing for those Exiting Institutions**  
During this reporting period 196 individuals were placed into bridge housing.
- **C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families**  
As of March 31, 2017, 160 referrals for subsidized employment for homeless families were made to contracted-Community-Based Organizations. Of these, 42 parents have been placed in a subsidized job, of whom two have secured unsubsidized employment.
- **C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise**  
29 Social Enterprises have been certified as eligible to receive contracting preferences through the Social Enterprise Preference Program.
- **C4/C5/C6: Establish a Countywide SSI and Veterans Advocacy Program for Individuals, Veterans and Inmates**  
On March 8, 2017, the Board approved seven vendors for the Countywide Benefits Advocacy Program.

- ***D2: Jail in Reach***  
From January through March 2017, 1,000 clients have been engaged through Jail in Reach with 840 completing the VI-SPDAT, 117 declining to participate, 73 determined not to be homeless, and 35 not served due to other circumstances, e.g., were on their way to prison or State hospital, already released, transferred to another facility, already accepted to a community program, or did not finish the assessment due to hostile behavior.
- ***E4: First Responders Training***  
The First Responders Training curriculum, initiated on December 7, 2016, has held 13 classes and trained approximately 415 deputies and sergeants.
- ***E8: Enhance the Emergency Shelter System***  
The Los Angeles Homeless Services Authority (LAHSA), in partnership with public and private service providers, began implementing the low threshold guidelines to increase access and utilization of shelters. From July 1, 2016 to March 31, 2017, 602 households exited the shelter system into permanent housing.
- ***E14: Enhanced Services for Transition Age Youth***  
Through the successful implementation of the Youth Coordinated Entry System, 1,194 youth have been assessed using the Next Step Tool, of which 452 youth have been housed.

The impact of the HI is illustrated in Attachment III, which includes stories of formerly homeless families and individuals who have been successfully assisted.

### **Board Directives and Motions**

In addition to approving the 47 Homeless Initiative Strategies on February 9, 2017, the Board has directed the CEO to complete various homeless-related activities. The following are updates on some of those directives:

- **Motion 47-A, Directive #5: Pilot to Incentivize the Use of Prefabricated Construction**  
On April 11, 2016, the CEO provided the Board with a report recommending that the County issue a Request for Proposals (RFP) to develop homeless housing on County-owned property with an option that proposals be innovative in utilizing pre-fabricated/shipping container construction. The pilot is proposed to be included in HI Strategy F6: Using Public Land for Homeless Housing. The CEO's Asset Management division is in the final stages of compiling a list of suitable County-owned properties that could be used for homeless housing. Details of the RFP, including the list of properties, are expected to be provided to the Board by the summer of 2017.

- **Motion 47-A, Directive #8: Permanent Supportive Housing for Homeless Individuals Diverted from the Criminal Justice System**

On February 9, 2016, the Board adopted Motion 47-A, Directive #8, requesting a report back on a recommended Strategy for the construction of no less than 1,000 units of permanent supportive housing for homeless individuals diverted from the criminal justice system. On February 6, 2017, the CEO provided a report to the Board which indicated that the collaborative analysis does not support a recommendation to pursue a financing program for diversion housing that would ultimately be dependent on a General Fund subsidy.

After addressing the financing component of the motion, the CEO has focused on identifying underutilized or vacant properties that could support the construction of permanent supportive housing for the homeless population, including the diversion population. As noted above, the CEO's Asset Management division is in the final stages of compiling a list of suitable County-owned properties that could be used for housing for a range of homeless populations (e.g. youth, family, veteran, diversion, and medically recuperating) and will be reviewed with the applicable Board offices this summer. After receiving direction from each Board office, prospective sites that lend themselves to private development will be packaged into competitive solicitations for housing developer consideration. It is anticipated that some of these sites could be used for permanent supportive housing for homeless individuals diverted from the criminal justice system.

- **Measure H Revenue Planning Process**

On December 6, 2016, the Board adopted an ordinance placing Measure H on the March 7, 2017 countywide ballot. The voters of Los Angeles County approved Measure H with 69.34% of the vote, which establishes a quarter cent countywide special sales tax for a period of ten (10) years. Per the approved ordinance, the generated revenue will be utilized solely to prevent and combat homelessness by funding 17 current HI Strategies and four new Strategies as listed in Attachment IV.

On February 7, 2017, the Board directed the CEO to conduct a Measure H Revenue Planning Process, as described in Attachment V, to develop funding requests for each of the Strategies eligible for Measure H funding, and report back to the Board on June 13, 2017. The report back is to include final Measure H funding recommendations for FY 2017-18 and preliminary funding recommendations for FY 2018-19 and FY 2019-20.

As of the release of this memorandum, the HI has convened four Measure H Planning Group meetings, a community webinar, and a feedback session with the Lived Experience Advisory Group, and has secured nearly 100 pages of public comment from 244 individuals and organizations. The last meeting of the Planning Group is scheduled for May 10, 2017, where recommendations on the allocation of Measure H funds are anticipated to be finalized for Board consideration on June 13, 2017.

### **Other Key Homeless Initiative Activities**

- **1<sup>st</sup> Annual Homeless Initiative Conference**

On February 8, 2017, the HI hosted the first annual Homeless Initiative Conference to share lessons learned from year one, explore challenges and opportunities for year two, and plan for the second phase of the HI.

With the theme of "Fulfilling the Promise of Combating Homelessness Together," nearly 500 stakeholders attended, including elected officials, County departments, cities, homeless service providers, business sector, faith-based organizations, academics, foundations, and formerly homeless residents. Featured speakers included members of the Board of Supervisors and city mayors from each supervisorial district who emphasized multi-jurisdictional collaboration to combat homelessness. The Conference also included breakout sessions focusing on both current and emerging key issues that are critical to the success of the HI. A summary Conference Report can be found in Attachment VI. The second annual Homeless Initiative Conference is scheduled for February 8, 2018.

In conjunction with the Conference, community and public partners who are part of the HI submitted appreciation notes that acknowledge and celebrate those agencies and individuals who contributed to combatting homelessness during the first year. These notes in Attachment VII express how the authors have witnessed or been touched by the homeless programs, services, and individual acts of kindness that made a difference for an agency, department, community, family, and/or individual.

- **Interfaith Summit on Homelessness**

The HI and LA Voice are organizing Los Angeles County's first Interfaith Summit on Homelessness, "Pursuing the Promise of Combating Homelessness Together," which will be held on June 7, 2017, at the California Endowment. A planning group comprised of County department representatives and interfaith leaders from across the county is spearheading the conference.

The goals of the Interfaith Summit on Homelessness are for the faith community to:

- Be inspired and united in a common vision to combat homelessness in Los Angeles County, with a deepened sense of collaboration with the County and other partners;
- Gain clarity on the County's key strategies to end homelessness, the thinking that guided the development of these Strategies, and the vision for improved coordination and support; and
- Leave empowered with the information, materials and relationships needed to discern the role congregations want to play in combatting homelessness.

Each Supervisor  
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The next HI quarterly report will be submitted on August 9, 2017. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at [pansell@ceo.lacounty.gov](mailto:pansell@ceo.lacounty.gov).

SAH:JJ:FAD  
PA:JR:ef

#### Attachments

c:      Executive Office, Board of Supervisors  
         County Counsel  
         District Attorney  
         Sheriff  
         Alternate Public Defender  
         Animal Care and Control  
         Arts Commission  
         Beaches and Harbors  
         Child Support Services  
         Children and Family Services  
         Community Development Commission  
         Consumer and Business Affairs  
         Fire Department  
         Health Services  
         Human Resources

         LAHSA  
         Mental Health  
         Military and Veterans Affairs  
         Parks and Recreation  
         Probation  
         Public Health  
         Public Library  
         Public Social Services  
         Public Works  
         Regional Planning  
         Registrar-Recorder/County Clerk  
         Superior Court  
         Workforce Development,  
              Aging and Community Services

**Approved County Strategies to Combat Homelessness  
Implementation Status At-A-Glance  
May 2017**

LEGEND		
Fully Implemented	Implementation targeted by July 2017	Implementation TBD
Partially Implemented	Implementation targeted by September 2017	

**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
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E6 – Countywide Outreach System	E14 – Enhanced Services for Transition Age Youth
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E7 – Strengthen the Coordinated Entry System	E15 – Homeless Voter Registration and Access to Vital Records
E4 – First Responders Training	E8 – Enhance the Emergency Shelter System	E16 – Affordable Care Act Opportunities
	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
	E10 – Regional Coordination of LA County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	

**B. Subsidize Housing**

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

**A. Prevent Homelessness**

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

**C. Increase Income**

C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise
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
C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness
C6 – Targeted SSI Advocacy for Inmates

**D. Provide Case Management and Services**

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

**F. Increase Affordable/Homeless Housing**

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

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

## Status of Strategies to Combat Homelessness

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

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Actual Implementation Date:</u> March 2016</p>	<ul style="list-style-type: none"> <li>• LASD continues to make referrals from the custody population prior to release. Nineteen inmates have been screened for the Housing Authority of the City of Los Angeles (HACLA) Program.</li> <li>• Probation began screening for homeless individuals who fit the criteria for participation.</li> <li>• Work is being conducted with the contracted program providers to develop a more effective referral process.</li> <li>• Probation is screening probationers reporting for intake and orientation at two area offices within the City of Los Angeles to better focus efforts on those who would more readily qualify for program participation. Eighty-three probationers were screened for the program; however, none qualified.</li> </ul>	<p>Probation will continue to expand its outreach efforts to identify probationers who can qualify and benefit from this Program.</p>
<p>A4: Discharges from Foster Care and Juvenile Probation</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>Co-leads have had several meetings, conference calls, and policy/procedures discussions around the proposed tools/structural framework documentation to further advance this Strategy. Both DCFS and Probation have agreed to take a combined comprehensive approach to effectively address all components, as the two departments have similar needs. Therefore, based on the components of Strategy A4, discussion and approaches have been focused on ensuring the Structured Youth Transition Framework tool supports the enhanced discharge guidelines and all activities and connections that should be made by the involved social work and/or support staff.</p> <p>The proposed framework addresses four main areas of the Youth's life: 1) Housing; 2) Employment/Education; 3) Physical Health/Mental Health; and 4) Life Skills &amp; Financial Literacy. To ensure that all components of this strategy are addressed, the Strategy will be implemented with the Youth in two discharge planning phases:</p> <ul style="list-style-type: none"> <li>• Phase 1: 90 to 120 days prior to discharge-- Establish all linkages, secure housing and move-in, as well as a potential enhanced plan for discharges where linkages are not secured.</li> <li>• Phase 2: 60 days prior to discharge – the CSW or DPO will work with the Youth to identify and explore a checklist of four linkage areas (outlined in the tool) and determine the Youth's linkage plan.</li> </ul> <p>At minimum, at ages 17½ and 20½, the CSW or DPO will ensure that the discharge planning process referenced above commences.</p> <p>As the CSW and DPO will work with youth to execute the framework, there will need to be training to facilitate incorporating the proposed framework into departmental policies.</p> <p>Additionally, to ensure that all possible beneficial connections are made prior to discharge, DCFS/Probation are engaging with the departments of Workforce Development, Aging and Community Services and Human Resources regarding employment opportunities for discharging youth.</p>	<ul style="list-style-type: none"> <li>• Finalize the Structured Youth Transition Framework tool.</li> <li>• Draft written protocol for staff.</li> <li>• Work with training arms of DCFS/Probation to ensure appropriate training on discharge planning process.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>SUBSIDIZE HOUSING</b>		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: October 2016</p>	<p><u>Phase 1:</u> DPSS continued monitoring implementation of the General Relief (GR) Housing Subsidy Program in the seven GR offices that began implementation in August 2016.</p> <p>Phase 1 DPSS data as of March 31, 2017:</p> <ul style="list-style-type: none"> <li>• 367 SSI applicants referred for B1 GR Housing Subsidy interview; <ul style="list-style-type: none"> <li>○ 294 or 80% of these SSI applicants were determined eligible for and began searching for rental housing; and</li> <li>○ 84 or 29% of these SSI applicants found housing within 45 days of beginning their search.</li> </ul> </li> </ul> <p><u>Phase 2:</u> DHS began identifying disabled, homeless individuals eligible for B1, the majority of whom must have a criminal justice background, to make them eligible for AB 109 and SB 678 funding.</p> <p>Phase 2 DHS data as of March 31, 2017:</p> <ul style="list-style-type: none"> <li>• 200 clients on the SSI path have been enrolled in DHS' B1 Program.</li> <li>• 20% of these clients have secured permanent housing, while the remaining are searching for permanent housing.</li> </ul>	<p>By May 31, 2017, DPSS will develop a plan to help a participant receiving a B1 GR Housing Subsidy increase their ability to secure housing.</p>
<p>B2: Expand Interim Assistance Reimbursement to additional County Departments and LAHSA</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>CEO is compiling departmental surveys to identify potential claimable expenses to Interim Assistance Reimbursement (IAR) and average number of claimable services per department.</p>	<ul style="list-style-type: none"> <li>• Meeting with impacted departments will be scheduled in May 2017 to discuss survey results.</li> <li>• Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA.</li> <li>• MOU language will be drafted by CEO HI staff for additional County departments/LAHSA and County department administering IAR collection.</li> </ul>
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Actual Implementation Dates:</u> Individuals: June 2016 Families/TAY: October 2016</p>	<ul style="list-style-type: none"> <li>• The City of West Covina has executed an agreement with DHS.</li> <li>• The following cities have pending agreements with DHS: <ul style="list-style-type: none"> <li>○ Alhambra                      ○ Santa Monica</li> <li>○ Pasadena                      ○ West Hollywood</li> </ul> </li> <li>• The City of Pomona has expressed interest in developing an agreement with DHS and/or LAHSA.</li> <li>• DHS will continue to work closely with all parties to ensure timely implementation.</li> <li>• Rapid Rehousing Outcomes: <ul style="list-style-type: none"> <li>✓ Individual: 700 enrolled; 270 housed</li> <li>✓ Families: 203 households/711 persons enrolled; 122/439 persons housed</li> <li>✓ Youth: 100 enrolled; 33 housed</li> </ul> </li> </ul>	<p>DHS staff will continue to work with all cities who have an active interest in allocating funding to the Housing and Job Collaborative to ensure agreements are put in place.</p>

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

<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
<p>B7: Interim/Bridge Housing for Those Exiting Institutions</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> <li>• LAHSA has been working closely with the Jail In-Reach team (Strategy D2) to create referral processes that work well for both groups. LAHSA regularly communicates with their team to get feedback and troubleshoot. Also, LAHSA was a guest at DHS' Office of Diversion and Reentry (ODR) meeting in March.</li> <li>• B7 providers have been increasing connections with their local institutions. For example, Bell Shelter has been receiving referrals directly from with the City of Bell's police department.</li> <li>• Ten agencies were awarded AB 109 funds and eight were awarded HPI funds creating a total of 268 bridge housing beds.</li> <li>• DHS - Based on the needs of the individuals that DHS serves, about half of their clients go into a stabilization bridge housing bed and the other half go into a recuperative care bridge housing bed. The average cost of a DHS funded bridge housing bed is \$100/night. The funding allocated to DHS under B7 covers the cost of 78 beds per year for two years. At this time, all B7 slots are being used by a B7 eligible individual.</li> <li>• DHS manages more than 700 bridge housing beds for individuals with complex health and/or behavioral health conditions. DHS bridge housing includes recuperative care and settings with onsite intensive behavioral health services. Through B7 DHS is able to serve clients with a criminal justice history who are eligible for AB109 or SB678 funding. DHS has provided interim housing to over 50 individuals who have completed eligibility verification with Sheriff and/or Probation. DHS currently has several hundred clients pending Sheriff and/or Probation eligibility verification.</li> </ul>	<ul style="list-style-type: none"> <li>• LAHSA will continue to provide assistance to shelter providers with implementation.</li> <li>• LAHSA and DHS will continue to discuss how the Jail In-Reach Program can collaborate with the bridge housing programs.</li> </ul>
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p> <p><u>Actual Implementation Date:</u> June 30, 2016</p>	<ul style="list-style-type: none"> <li>• HACoLA implemented a new referral form for individuals and families referred by LAHSA; finalized and implemented the new referral process; continued communication and collaboration with LAHSA, individual CBOs and all parties involved.</li> <li>• Out of the 200 agreed upon referrals utilizing coordinated entry to prioritize the admission of chronically homeless families, HACoLA received 195 referral forms from LAHSA. All 195 referred families were selected from HACoLA's waiting list and were issued an application for housing assistance. To date 166 applications were returned to HACoLA.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to refer voucher holders to the Housing Advisory Unit (related HI Strategy B4) for housing locator assistance.</li> <li>• Continue to process new contracts for voucher holders who have located housing.</li> </ul>
<b>INCREASE INCOME</b>		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p><u>Actual Implementation Date:</u> December 2016</p>	<ul style="list-style-type: none"> <li>• Homeless families are being referred to the Contracted Community-Based Organizations (CBOs) for services and placement.</li> <li>• The CBOs continue to be trained and their placement process strengthened as the program ramps up.</li> </ul>	<ul style="list-style-type: none"> <li>• DPSS will monitor contractor performance data and participant outcomes.</li> <li>• DPSS will continue to provide support to the contracted CBOs as they ramp up.</li> </ul>

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

<b>Strategy</b> <u>Implementation Date (Actual or Target)</u>	<b>Status</b>	<b>Next Steps</b>
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Actual Implementation Date:</u> April 2017</p>	<ul style="list-style-type: none"> <li>• On March 8, 2017, the Board of Supervisors approved seven vendors that were recommended by the evaluation committee for the Countywide Benefits Advocacy Program. Selected vendors by SPA are: <ul style="list-style-type: none"> <li>○ SPA 1- The Catalyst Foundation</li> <li>○ SPA 2- Tarzana Treatment Center</li> <li>○ SPAs 3 and 4 – Volunteers of America</li> <li>○ SPA 5 – St. Joseph's Center</li> <li>○ SPA 6 – Special Service Groups (SSG)</li> <li>○ SPA 7 – People Assisting the Homeless (PATH)</li> <li>○ SPA 8 – Lutheran Social Services</li> </ul> </li> <li>• Teams will be known in the community as CBEST teams.</li> <li>• CBEST staff completed first CBEST training on March 24, 2017 with implementation beginning on April 4, 2017.</li> <li>• DHS staff continue collaborating with Social Security Administration's Executive Branch to discuss enhanced collaboration and designation of liaisons for the CBEST teams.</li> <li>• DHS staff collaborating with HACoLA and other County departments on referral process.</li> <li>• CBEST implementation is beginning with colocated teams at 14 DPSS General Relief offices. Rollout began April 4, 2017 and will be completed by May 26, 2017.</li> <li>• Discussed SOAR technical assistance with funded agencies.</li> <li>• DHS created a portal through the CHAMP data system to track CBEST clients.</li> <li>• DMVA provided on-going training with departmental staff on HI Strategy C5 on March 1, 2017 and April 5, 2017.</li> <li>• DMVA provided SPAs 2,3,4 and eight representatives on veterans benefits from April 10-13, 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-monthly planning meetings continuing with DMVA, LASD, DMH, DHS and CEO strategy leads.</li> <li>• Ongoing weekly conference calls with all contracted agencies and onsite implementation assistance provided to all agencies at DPSS offices countywide and at their field sites.</li> <li>• Additional staff training "boot camps" scheduled for April and May 2017.</li> <li>• Working to get staff cleared for entry into the jail facilities. Workaround process has been identified in the interim.</li> </ul>
<b>PROVIDE CASE MANAGEMENT AND SERVICES</b>		
<p>D1: Model Employment Retention Support Program</p> <p><u>Implementation Dates:</u> Phase 1: Actual - January 2017 (DPSS Lead) Phase 2: Target - July 2017 (WDACS Lead)</p>	<p><b>Phase I: Strengthen Existing Job Retention Services And Partnerships</b></p> <ul style="list-style-type: none"> <li>• DPSS continued to reinforce existing Post-Employment Services (PES) policy with its Homeless Case Managers (HCMs), including those co-located at LAHSA's eight Family Solutions Centers, so that they actively promote PES among the families they serve, with emphasis on families emerging from homelessness who are newly employed.</li> <li>• DPSS and South Bay Workforce Development Board (SBWDB) confirmed a partnership, whereby prepared/ready homeless participants in the Enhanced Transitional Subsidized Employment (ETSE) (Strategy C1) will be referred and/or co-enrolled in the Workforce Investment Opportunities Act (WIOA) program, so they can receive job retention services through WIOA. WIOA retention services include assistance with paying bills, car repairs,</li> </ul>	<p><b>Phase 1:</b> Continue monitoring implemented activities.</p> <p><b>Phase 2:</b></p> <ul style="list-style-type: none"> <li>• WDACS, Probation, Military and Veterans Affairs, and LAHSA will finalize and execute updates on the Data Sharing MOU.</li> <li>• WDACS will incorporate identified best practices on retention models into America's Job Centers of California operations.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p>transportation, etc. These WIOA services should be available to participants when they are no longer eligible for PES through DPSS' GAIN or Refugee Employment Program. The first participants would not be referred/co-enrolled in WIOA until July 2017, since ETSE (i.e., Strategy C1) was implemented at the end of 2016; participants must be in the seventh month of their TSE activity to be referred/co-enrolled in WIOA.</p> <ul style="list-style-type: none"> <li>• DPSS and WDACS executed an updated MOU to allow data sharing of CalWORKs participant information (including homeless/at-risk participants) to cross reference those populations against WIOA and workforce development services populations. The goal is to track and share job retention information regarding those families to measure the effectiveness of D1 retention services.</li> </ul> <p><b>Phase 2: Implementation of New Job Retention Services And Partnerships</b></p> <ul style="list-style-type: none"> <li>• WDACS is in the process of finalizing additional data sharing MOUs with the Probation Department and Military and Veterans Affairs that will also include identified homeless/at-risk individuals in efforts to better coordinate workforce development services.</li> <li>• WDACS is in the process of establishing coordinated service delivery strategies, data sharing (including direct referral services) and co-located service delivery models with LAHSA.</li> <li>• Efforts continue to enhance employment models in the Department of Public Health (DPH) and the Department of Mental Health (DMH) to target homeless/formerly homeless individuals. DPH and DMH may have an opportunity to enhance best practices using new Medi-Cal Waiver dollars or new Mental Health Services Act Workforce, Employment and Training funds.</li> <li>• A preliminary list of identified best practices for employment retention has been developed. A final report on how those could be incorporated into existing employment models is pending.</li> </ul>	<ul style="list-style-type: none"> <li>• WDACS will pursue opportunities to partner with higher education to evaluate job retention practices and strategies and identify evidence-based retention models.</li> <li>• WDACS will scale and build on its existing automated referral application that will allow for a more comprehensive and coordinated referral and tracking system for specialized populations.</li> <li>• WDACS will integrate new modules into its existing CalJOBS case management and tracking system that will improve tracking and data management for services to at-risk and homeless participants.</li> <li>• WDACS will implement standardized reports and dashboards that will facilitate the sharing of performance metrics and data with partners.</li> </ul>
<p>D2: Expand Jail in Reach</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• As of April 13, 2017, five agency case managers were providing D2 services: three from Amity and two part-time from Project 180. VOA has one case manager on extended leave of absence, and two additional staff awaiting LASD clearance or orientation. The People Concern (previously known as LAMP) is currently recruiting D2 case managers.</li> <li>• The DHS Clinical Social Workers and several agency case managers attended the United Homeless Healthcare Partners Incarceration and Reentry training on January 26-27, 2017. The DHS Clinical Social Workers also attended one day of the Countywide Benefits Establishment Services Team (CBEST) SSI Program "boot camp" training in March 2017.</li> <li>• Procedures have been put in place and refined for the LASD Custody Assistants to generate a list each morning of inmates who indicate they are homeless at jail intake. An 8 AM daily team huddle was instituted for DHS, LASD and community agency staff to determine case assignments for the day and plan which staff will go to which locations within the jails.</li> <li>• D2 services have been implemented at Twin Towers and Men's Central Jail, where the majority of homeless inmates can be accessed. Services will commence at the Century Regional Detention Center in mid-April, and periodic visits to Pitchess Detention Center will also be initiated.</li> <li>• Because there are no dedicated housing slots associated with D2, services are focused on</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding of final Clinical Social Worker, Custody Assistant, and additional agency case management staff.</li> <li>• Expansion of program to CRDF (women's jail) and initiation of D2 staff visits at Pitchess Detention Center.</li> <li>• Refinement of linkage to B7 bridge housing</li> <li>• Implementation of ongoing case management in the community for selected clients.</li> </ul>

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

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<p>D5: Support for Homeless Case Managers</p> <p><u>Implementation Dates:</u>            Actual - December 2016 – DMH and Public Library            Target - June 2017 – Remaining County Departments</p>	<p>those agencies or to work regionally from WPC Regional Coordinating Centers.</p> <ul style="list-style-type: none"> <li>Shelter Partnership was retained as consultants to assist the County departments and agencies with the implementation of Strategy D5.</li> <li>During the most recent quarter, 16 meetings took place with 15 individual departments to assess the current status of their Strategy implementation planning efforts and to identify barriers and develop solutions.</li> <li>On January 18 and March 22, 2017, Strategy D5 group-at-large meetings took place to discuss departments' needs to implement the Strategy, potential performance indicators, and referral process that is legally compliant.</li> <li>County Counsel and CEO are coordinating efforts to resolve confidentiality issues pertaining to the referral process.</li> <li>Public Library has further expanded its locations to co-locate community based homeless case managers; Malibu library now contracts with The People Concern to serve the homeless population living in the City of Malibu. Public Library also has developed a Resource Guide for use by library staff to better assist their homeless library patrons.</li> </ul>	<ul style="list-style-type: none"> <li>By May 2017, County departments will finalize their implementation plan.</li> <li>By June 2017, referral process will be finalized.</li> <li>County departments will create and/or revise their internal policies and procedures (if applicable) by June 2017.</li> <li>Community agencies will continue to collaborate with the County departments.</li> </ul>
<p>D6: Criminal Record Clearing Project</p> <p><u>Target Implementation Date:</u>            July 2017</p>	<ul style="list-style-type: none"> <li>The Public Defender submitted a Measure H D6 Mobile Office Proposal for staffing for two mobile office outreach vehicles. The Proposal was the culmination of several meetings with Homeless Initiative stakeholders, leads and partner departments.</li> <li>It was concluded that the best way to effectuate the record clearing process is to directly serve clients where they are located, in partnership with various service providers.</li> </ul>	<ul style="list-style-type: none"> <li>Continue approval process for Mobile Office Outreach Proposal.</li> <li>Continue collaboration with the Probation department on mobile outreach events.</li> <li>Continue development of record clearing project with LAHSA to coordinate pilot record clearing events at local CBOs in every SPA.</li> <li>Continue development of Homelessness Status in Client Case Management System and integration of HMIS Data with current data base.</li> </ul>
<p><b>CREATE A COORDINATED SYSTEM</b></p>		
<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p> <p><u>Target Implementation Date:</u>            June 2017</p>	<ul style="list-style-type: none"> <li>Meeting held in April 2017 with Veterans Administration and DHS to discuss opportunities for enhanced collaboration and streamlining benefits application process for Veterans.</li> <li>While some special processes have been established to support the County's CBEST teams (Strategies C4-C5-C6), collaboration continues with Social Security Administration on how to maximize effectiveness of working relationship with SSA to streamline SSI application process for disabled homeless individuals.</li> </ul>	<ul style="list-style-type: none"> <li>Follow up meeting with Veterans Administration, DMVA and DHS to continue discussion of partnership and collaboration. and identify specific opportunities to streamline processes for applications for Veterans benefits.</li> <li>Continued monitoring of administrative processes developed for CBEST teams implemented as part of Homeless Initiative Strategies C4-C5-C6.</li> </ul>
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p>	<p>Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC) continued to engage in a range of planning activities for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS). The target launch date is July 1, 2017.</p> <ul style="list-style-type: none"> <li>DPH-SAPC contracted with Netsmart Technologies, Inc. for the provision of a Substance Use Disorder Managed Care Information System for Substance Abuse Prevention Control and</li> </ul>	<ul style="list-style-type: none"> <li>April 2017: Execute a MOU with the health plans.</li> <li>May 2017: DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. Upon contract execution with DHCS, DPH-SAPC will</li> </ul>

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

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

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

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<ul style="list-style-type: none"> <li>• The Health Agency is taking the lead in conducting additional outreach and in-reach to engage all persons on the 5% list who incurred County expenditures of at least \$250,000 in 12 months.</li> <li>• CEO SIB also met with County departments on individual efforts to implement the Strategy: <ul style="list-style-type: none"> <li>○ Worked with DMH and DHS to draft a memo to County Counsel regarding the possibility of the two departments obtaining a single 5% list, inclusive of service information, under the heading of the Health Agency. Counsel's response is pending.</li> <li>○ Met with Housing for Health to discuss gaining access to DHS Housing for Health databases and the possibility of adding fields to the data system to capture information from the high-acuity analysis.</li> <li>○ Conference call with Public Defender and Alternate Public Defender to explore the possibility of making high-acuity files available to both departments.</li> </ul> </li> <li>• RES and CIO conducted an online demo of the newly-implemented electronic query system for the 5% process.</li> <li>• Electronic query system was completed and implemented in February 2017.</li> </ul>	<p>the 5% process.</p> <ul style="list-style-type: none"> <li>• In June 2017, host a meeting to identify funding and concrete steps needed to make enhancements to County data systems.</li> <li>• Follow up with PD and APD on the possibility of making 5% files available to both and identify the necessary steps required to do so.</li> <li>• County-sponsored AB 210 to permit sharing of services information through homeless multi-disciplinary teams will continue through the State Legislative Process, after passing unanimously out of the Assembly Human Services and Privacy Committees.</li> </ul>
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>On January 17, 2017, the work group met to review the feedback received from volunteers and developers in the November 2, 2016 community meeting. The work group identified the following priority objectives based upon the community input received:</p> <ul style="list-style-type: none"> <li>• Priority #1 - Coordinated funding application</li> <li>• Priority #2 - Issuance of a bi-annual Notice of Funding Availability</li> <li>• Priority #3 - Alignment of underwriting requirements between public lenders</li> <li>• Other Suggestions – Create local funders' project review panel; pre-qualification of developers</li> </ul>	<p>The strategy work group is reconvening at HCID for a demonstration provided by their IT department on the on-line application that is currently used by HCID.</p>
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Implementation Dates:</u> Phase 1 – Actual - August 2016 Phase 2 – Actual - September 2016 Phase 3 – Target - June 2017 Phase 4 – Actual - October 2016</p>	<p><u>Phase 1- Work with LA Coalition to End Youth Homelessness:</u></p> <p>Since August 2016, LAHSA has developed and/or strengthened partnerships with the LA Coalition to End Youth Homelessness (LACEYH) and the key agencies and systems that interface with youth experiencing homelessness, including DCFS, Probation, DMH, Office of Public Defender (OPD), DHS, LA Community College District, LACOE, Libraries, and the agencies participating in the Performance Partnership Pilot (P3). In addition to inviting agencies to participate in LACEYH Steering Committee and quarterly meetings, agencies have delivered presentations on the programs within their agency that serve youth experiencing homelessness. These presentations will continue in order to educate providers serving youth experiencing homelessness about the programs and resources that exist, and to build relationships between the community and public agencies.</p> <p>Having Youth CES lead agencies in every SPA continues to help streamline and target dissemination of emerging resources and programs.</p> <p><u>Phase 2 – Support the Enhancement of the Youth CES:</u> Youth CES lead and partner agencies, DCFS, County Homeless Initiative, United Way, and</p>	<ul style="list-style-type: none"> <li>• Continued collaboration across all sectors to develop community plan for ending youth homelessness.</li> <li>• E14 Workgroup meetings to continue.</li> <li>• Measure H Program Design Forums to solicit input from broad array of community partners.</li> <li>• Year 1 Forums on CES/Youth CES and Rapid Rehousing programs to identify areas that are working and areas for improvement.</li> <li>• Coaching, technical assistance and capacity building efforts to continue.</li> <li>• LAHSA youth advisory to meet and determine charter. LAHSA is continuing to meet with foundations and other community partners to identify new crisis housing sites to continue to build the capacity of crisis housing for TAY experiencing homelessness across the County.</li> </ul>

<b>Strategy</b> <b>Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p>LAHSA participated in the 100 Day Challenge Sustainability Review in Austin, Texas to identify strategies for building on the gains in order to improve, strengthen, and expand Youth CES. The convening was facilitated by A Way Home America and Rapid Results Institute, and attended by representatives from HUD, HHS, NAEH, and Funders Together to End Homelessness. Critical needs were identified including the need for the following: 1) better coordination to support youth exiting foster care and probation; 2) collaborating with workforce development and employment programs; 3) building capacity across an array of housing and support services resources; and 4) most importantly, creating meaningful partnerships with youth to inform programs and systems.</p> <p>Outcomes achieved through this effort included:</p> <ul style="list-style-type: none"> <li>• 1,194 youth have been assessed using the Next Step Tool</li> <li>• 452 youth have been housed (38%)</li> </ul> <p>Continued collaboration with various external partners to further enhance Youth CES and ensure access in the community and community colleges.</p> <p><u>Phase 3 - Design a Youth Housing Stability Pilot:</u>  This Pilot will provide a preventive component around youth homelessness by identifying youth who should be referred to the Youth CES. Agencies that interface with youth will administer the tool to see if the youth is at risk for experiencing homelessness and refer to the Youth CES as a means to prevent the youth from becoming homeless. A workgroup meeting is being scheduled for March 2017 to discuss the Pilot and whether it makes sense to incorporate this component into Strategy E7, Strengthening the CES, where the concept of a prescreening tool is also being discussed.</p> <p>Additionally, Youth Lived Experience Advisory Group (Y-LEAG) formed to ensure the youth voice informs ongoing work in serving youth.</p> <p>Phase 4 - Expand programs providing housing navigation, access/drop/in centers, shelter, aftercare/case management and transitional housing for youth.</p> <p>Funding proposal developed as part of Measure H Revenue Planning process. With implementation of Measure H funding, this component will be significantly enhanced as Measure H funding is primarily proposed to support the above Phase 4 services.</p>	
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Actual Implementation Date:</u>  January 2017</p>	<ul style="list-style-type: none"> <li>• RR/CC has continued to expand its partnership, outreach and training activities to promote homeless voter registration, identify polling locations, and improve access to vital records.</li> <li>• Conducted Homeless Initiative Workshop, which provided voter registration training, best practices, and strategies to County agencies, departments, and partner organizations.</li> <li>• Attended Burbank Service Connection Day for Homeless Communities and Sylmar Homeless Connect Day. Provided voter registration opportunities and information on obtaining birth certificates.</li> <li>• Voter Registration: There are currently over 1,500 "homeless" voters in the voter database.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing: Increased efforts to strategically partner with community-based organizations; attend community events that serve homeless populations; and, provide voter education and registration outreach and services.</li> <li>• Through the week of 5/2/17: Continue partnerships to promote voter education and awareness of upcoming May 16th Los Angeles</li> </ul>

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

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

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

**Abbreviations Key:**

ACA	- Affordable Care Act	ISD	- Internal Services Department
CES	- Coordinated Entry System	LAHSA	- Los Angeles Homeless Service Authority
CEO	- Chief Executive Office	LASD	- Los Angeles Sheriff Department
CMS	- Center for Medicare and Medicaid Services	ODR	- Office of Diversion and Re-entry
DCFS	- Department of Children and Family Services	PATH	- People Assisting the Homeless
DHS	- Department of Health Services	PD	- Public Defender
DMC-ODS	- Drug Medi-Cal Organized Delivery System	RHAC	- Regional Homelessness Advisory Council
DPH	- Department of Public Health	SAPC	- Substance Abuse Prevention and Control
DPO	- Deputy Probation Officer	SOAR	- SSI/SSDI Outreach, Access, and Recovery Team
DPSS	- Department of Public of Social Services	SPA	- Service Planning Area
FSC	- Family Solutions Center	SSDI	- Social Security Disability Insurance
GR	- General Relief	SSI	- Supplemental Security Income
HACLA	- Housing Authority of City of Los Angeles	TAY	- Transition Age Youth
HACoLA	- Housing Authority of County of Los Angeles	VA	- Veterans Administration
HMIS	- Homeless Management Information System	WPC	- Whole Person Care



## IMPACT STORIES

May 2017

Combating homelessness among families and individuals takes strong public-private partnerships and programs involving numerous people. Below are a few of the success stories where the Homeless Initiative has made a difference.

### Strategy B1 - Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI

#### *FROM THE RIVERBED TO A PLACE OF HIS OWN*

**ERIC** had been living in a makeshift riverbed encampment in San Gabriel Valley where he feared for his safety on a daily basis. He also worried that he would relapse into the life of drugs that he fought so hard to leave.

Eric felt hopeless until he met with his SSI advocate who informed him of the GR Housing Subsidy Project. The SSI worker met with Eric and a potential landlord and went over the application process with them. Through the program, he was able to secure a place to live. Eric received a limited time housing subsidy that saved him from a harsh winter. Eric is waiting for his SSI to be approved and is looking forward to being placed in permanent supportive housing.

#### *NO MORE COUCH SURFING*

**MONICA** is a 44-year-old woman who has been homeless for the past three years, either living in abandoned homes in the South Central area or couch surfing in different people's homes. She constantly felt unsafe and worried about where she would be spending each night. She had a medical condition which prevented her from working.

After joining the General Relief Housing Subsidy & Case Management Project, Monica's worries finally diminished. She was able to find an apartment and moved in on April 1, 2017.

"I'm glad the staff at DPSS is very kind, helpful, and compassionate. I've never felt alone during this journey of finding a place to stay and my worker was always there for any questions or concerns I had."

### Strategy B6 - Family Reunification Housing Subsidy

#### *A NEW START*

**MS. B** was a single mother who moved to California in 2014. She voluntarily placed her 13-year-old son in foster care because of her homeless status. She was primarily concerned that her son's education was being compromised due to her housing insecurity.

The DCFS Housing Navigator provided case management and housing services to Ms. B, including transportation assistance, move-in assistance, and appliances. While her son was in foster care, Ms. B was able to complete her counseling and parenting classes.

On March 31, 2017, Ms. B was successfully housed after being homeless since 2014. She was also reunified with her son on April 8, 2017. She has successfully found employment where she continues to work today.

## **Strategy E6 - Countywide Outreach System**

### ***VENICE ARTIST GETS THE CARE HE NEEDS***

**MR. B** is an artist in Venice with a social work background. Due to his health and incarceration history, he had difficulty finding and maintaining employment. He was homeless for five months when the DHS C3 Team started working with him.

The C3 Team moved swiftly to address his end-stage renal disease by connecting him to a medical clinic and moving him into interim housing. C3 staff reports that Mr. B is excited to have stability in his life and a roof over his head.

### ***SUPPORT FOR A SURVIVOR***

**MS. R**, a domestic violence (DV) survivor, escaped her abuser and entered a DV shelter with her two children. After completing the DV program, however, she found herself homeless and without any family support. Through LA Family Housing's services, she and her children secured a crisis housing unit, and then secured a rapid rehousing apartment unit in the San Fernando Valley. The family receives housing coordination services and case management support. Ms. R feels that her family is on a path towards stability, as she is now receiving medical services and her children are attending school regularly.

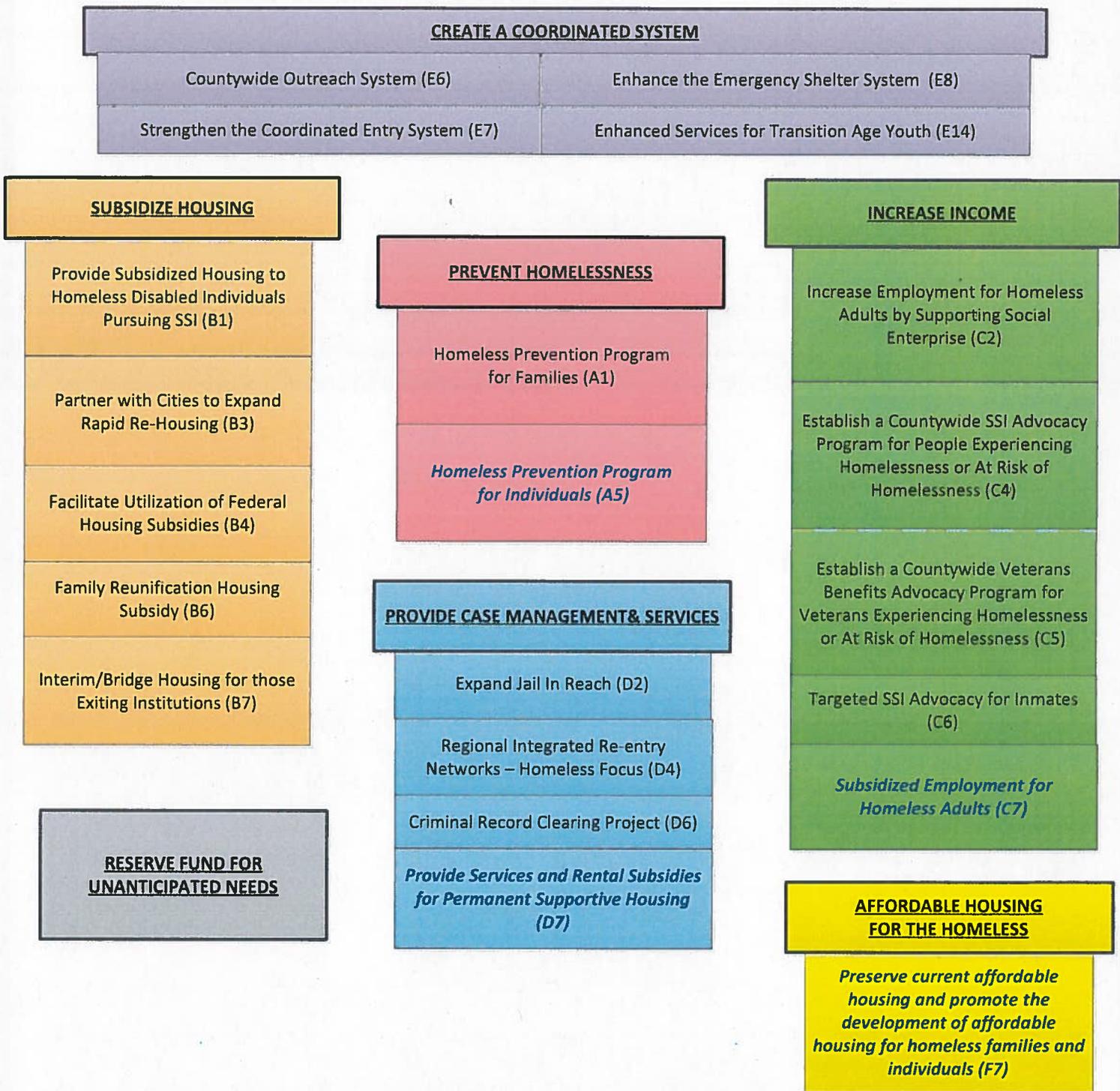
## **Strategy B8 - Housing Choice Vouchers for Permanent Supportive Housing**

### ***FINDING A HOME IN ANTELOPE VALLEY***

**MR. JONES**, a 54-year-old man, has been homeless on and off since 2011. He lacked access to case management and supportive services and as such was unable to maintain his housing. He was hospitalized several times. His health problem and lack of income and transportation made it difficult for him to find a new home in the Antelope Valley, an area he has grown quite fond of.

Housing Specialists with HACoLA's *Homeless Incentive Program* assisted Mr. Jones to obtain a housing voucher and find a suitable unit. They also helped him navigate the leasing process, including transportation to view available housing and payment of the application fee.

# POTENTIAL UTILIZATION BY LOS ANGELES COUNTY OF ANNUAL REVENUE TO COMBAT HOMELESSNESS



Homeless Initiative strategies approved by the Board of Supervisors on February 9, 2016 are identified by black, regular text. Strategies in *blue bold italics* were added in the special sales tax ordinance approved by the Board of Supervisor on December 6, 2016.

## MEASURE H REVENUE PLANNING PROCESS

### Purpose

- Develop recommendations to the Board of Supervisors regarding the utilization of the revenue from Measure H, the March 7 special homeless sales tax measure, if the measure is approved by voters.
- Recommendations will cover three fiscal years, with annual revisions if needed.

### Composition of the Planning Group

- Director, CEO Office of Homelessness - Lead
- One representative from each of the following County departments: CDC/HACoLA, DCFS, DPSS, DHS, DMH, DPH, LASD, Military and Veterans Affairs, Regional Planning, Probation, and Workforce Development, Aging, and Community Services
- Two representatives from LAHSA
- Two representatives from Home for Good and the Business Leaders Task Force
- Two representatives from LAHSA's Lived Experience Advisory Group
- Five faith community representatives
- Cities representing each Council of Governments (COG) and the North County Transportation Coalition (NCTC), and the City of Los Angeles – Two representatives each from the Gateway and San Gabriel COGs due to the number of cities they represent, one representative from the other COGs and NCTC, and two representatives from the City of Los Angeles
- Twelve homeless services provider representatives who will be the provider members of the Regional Homelessness Advisory Council (HI Strategy E17), including one representative per SPA, an additional representative from SPA 4, and three at-large provider members
- Five local homeless and housing policy experts

### Timeline for Planning Process

Mid-March 2017	Planning Meeting #1: Review process and presentation of information on each strategy, both new and current. Planning meetings last three hours. Proposed meeting location is at the United Way.
April 2017	Planning Meetings #2 and #3: Discuss funding for each strategy. Reach consensus to the extent possible.
Late April – Early May 2017	Community Engagement to solicit input on the recommendations: <ol style="list-style-type: none"> <li>1. Community Web Meeting: Target community at large</li> <li>2. Lived Experience Advisory Group Meeting: Individuals with lived experience of homelessness</li> <li>3. Community feedback via Homeless Initiative website</li> </ol>
Early May 2017	Planning Meeting #4: Further discussion of outstanding areas and community feedback. To the extent full consensus not reached, discuss if/how to convey lack of consensus in the Board letter.
5/25/2017	Homeless Policy Deputies Meeting: Review/discuss Board letter and recommendations to the Board
6/13/2017	Board of Supervisors meeting for review and deliberations on recommendations

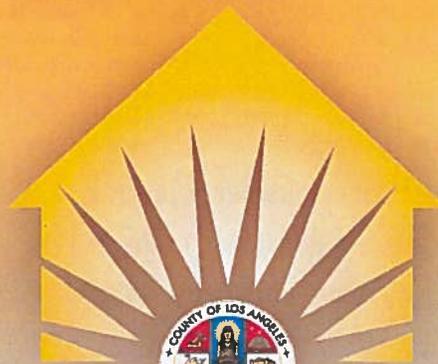
# COUNTY OF LOS ANGELES

## 1<sup>ST</sup> ANNUAL HOMELESS INITIATIVE CONFERENCE

*Pursuing the Promise of Combating  
Homelessness Together*

February 8, 2017

# CONFERENCE REPORT





Dear Partners,

This Conference Report highlights key activities and discussions that took place at the 1<sup>st</sup> Annual Homeless Initiative Conference on February 8, 2017.

With the theme of “*Fulfilling the Promise of Combating Homelessness Together*,” over 500 stakeholders, including elected officials, County Departments, cities, homeless service providers, business sector, faith-based organizations, academics, foundations, and formerly homeless residents, came together to celebrate achievements, share lessons learned from year one, and explore challenges and opportunities for year two.



Many Conference participants said that they felt like part of a movement – a movement to combat homelessness across LA County. We too felt like part of a movement, and were inspired by the enthusiasm, alignment, and relationships which lit up the Conference. We look forward to working together to deepen, broaden, and strengthen our movement in the year ahead.

Sincerely,

Va Lecia Adams Kellum, Ph.D.  
Conference Co-Emcee  
President & CEO  
St. Joseph Center

Phil Ansell  
Conference Co-Emcee  
Director, Office of Homelessness  
Chief Executive Office  
County of Los Angeles

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## Invocation

- Archbishop José Gomez, Archdiocese of Los Angeles
- Rabbi Noah Farkas, Valley Beth Shalom

## Board of Supervisors, County of Los Angeles

- Hon. Mark Ridley-Thomas, Chairman, District Two
- Hon. Hilda Solis, District One
- Hon. Janice Hahn, District Four
- Hon. Kathryn Barger, District Five
- Molly Rysman, Homeless Policy Deputy representing Hon. Sheila Kuehl, District Three

## Mayors

- Hon. James Butts, City of Inglewood
- Hon. Eric Garcetti, City of Los Angeles
- Hon. R. Rex Parris, City of Lancaster
- Hon. Sam Pedroza, City of Claremont
- Hon. Joe Vinatieri, City of Whittier
- Hon. Ted Winterer, City of Santa Monica

## County Administration

- Sachi Hamai, Chief Executive Officer



*We are living in a moment of transition, as we all know. These are troubling times. So it's good to be here... standing together, working together, thinking together... keep moving forward and trying to help our neighbors live with dignity.*

**Archbishop José Gomez,  
Archdiocese of Los Angeles**



*May our discussions today lead to the qualitative changes and the amazing opportunities and inspiration to create the county and the cities of this beautiful southland where we care about the dignity, and the hope and the unique and infinite worth of every human being.* **Rabbi Noah Farkas,  
Valley Beth Shalom**





- **Homeless Prevention Program for Families (Strategy A1)**  
*160 families have retained permanent housing; 341 families are currently being assisted with homeless prevention services.*
- **Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (Strategy B1)**  
*Through 2016, 61 individuals have been housed and 174 are searching for housing.*
- **Partner with Cities to Expand Rapid Re-Housing (Strategy B3)**  
*242 households have been housed; 697 households are enrolled in various stages of engagement leading to rapid rehousing. Additionally, the County has executed a partnership agreement with the City of West Covina and is currently working on contracts with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing.*
- **Facilitate Utilization of Federal Housing Subsidies (Strategy B4)**  
*183 landlord requests to participate in the Homeless Incentive Program (HIP) have been received. 128 vacant units were secured for voucher holders, with an additional 17 vacant units being processed. 75 homeless households have been successfully housed, with an additional 23 households in the final stages of placement.*
- **Interim/Bridge Housing for Those Exiting Institutions (Strategy B7)**  
*18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County. Since implementation in Oct. 2016, 122 individuals have been placed into an interim/bridge housing bed.*
- **Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (Strategy C2)**  
*16 Social Enterprises have been certified as eligible to receive contracting preferences through the Social Enterprise Preference Program. Eight organizations are pending certification.*
- **Expansion of Jail In Reach (Strategy D2)**  
*Three Social Workers and three Custody Assistants have been hired to provide jail in reach services at Men's Central Jail, in collaboration with four Intensive Case Management Services providers: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.*
- **First Responders Training (Strategy E4)**  
*The training curriculum has been developed and integrated into the Sheriff Department's Crisis Intervention Training. First training was provided on October 26, 2016 with additional sessions provided in December. Future trainings are scheduled.*
- **Decriminalization Policy (Strategy E5)**  
*The Sheriff's Department implemented the Decriminalization Policy on January 1, 2017. Department News letter outlining the Policy was shared with all field personnel to ensure they are aware of the Sheriff Department's Policy for interacting with the homeless population.*
- **Countywide Outreach System (Strategy E6)**  
*New contracts were awarded for 12 Coordinated Entry System (CES) outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016. Additionally, CES Leads have commenced hiring Service Planning Area-wide Outreach Coordinators, and work is underway to have new multi-disciplinary teams in place in each SPA by March 2017. LA METRO is funding two dedicated multi-disciplinary teams for the transit system.*
- **Enhance the Emergency Shelter System (Strategy E8)**  
*1,595 shelter beds are now operating 24 hours per day/7 days/week with enhanced services on site.*
- **Enhanced Services for Transition Age Youth (Strategy E14)**  
*The Los Angeles County Youth CES was implemented on October 1, 2016. Los Angeles County completed the 100-Day Challenge on Youth Homelessness and exceeded its goals by securing housing for 257 young people, 77% of whom are in permanent housing.*





## Connection and Collaboration

**Facilitator:** Phil Ansell, County Homeless Initiative

**Discussants:** Veronica Lewis, SSG/HOPICS and Peter Lynn, LAHSA

In February 2016, the Board of Supervisors approved 47 coordinated strategies to combat homelessness, which are interconnected and go beyond traditional silos. At the same time, effective synergy among the strategies – and between the strategies and other key homeless and mainstream services - does not occur automatically. In this breakout session, we explored the potential to maximize effective synergy.

### Key Discussion Points

- Agencies that were competing for funding previously are now working together to explore ways to combat homelessness. Examples include:
  - The combining of multiple sources of funding into one RFP process
  - Agencies working together during implementation to achieve common goals across the strategies
  - Many agencies utilizing the Coordinated Entry System
- There's a current need to further engage the community, especially faith-based organizations, and to utilize the large number of people/volunteers who are willing to help.
- Some of the challenges to creating synergy across strategies include finding the right staff, and continuing to break traditional silos, particularly between the housing and medical fields.

### Implications and Next Steps

- It is vital to make connections with the community by utilizing opportunities as they arise, such as the upcoming Faith Summit to Combat Homelessness (June 2017).
- Pooled philanthropic and public funding through the Home for Good Funders Collaborative is an important vehicle for promoting synergy.
- The new HMIS system will be much more user friendly than the current system and will be implemented by June 2017. A wide range of agencies which serve homeless families/adults, including cities and private hospitals, can execute a no-cost agreement with LAHSA for read-only access to HMIS.



*This is a bold effort, a bold Board, wanting to do bold things that are right about the issues that will elevate the quality of those who are impoverished and homeless. If we are successful, we will set an example for the entire nation.*  
**Supervisor Mark Ridley-Thomas,  
Chairman, District 2**



*We live in a country where people can make unlimited sums of money and right down the street, people can have nothing but desperation. We have a responsibility to create economic development that provides jobs [and] job training.*  
**Mayor James Butts, City of Inglewood**



## Housing Placement and Stabilization

**Facilitator: Emilio Salas, Housing Authority of the County of Los Angeles**

**Discussants: Corrin Buchanan, Office of Diversion & Reentry; Kris Freed, LA Family Housing; and Celina Alvarez, Housing Works CA**

Many families and individuals in Los Angeles County have a coveted housing voucher and cannot secure a rental unit. For formerly homeless families and individuals who do secure a rental unit, they face great personal challenges in maintaining housing stability. Therefore, developing and implementing successful placement and stabilization strategies and programs are critical to combating homelessness. The questions that guided this breakout session inquired about 1) what housing placement efforts are proving effective, 2) whether shared housing and family reunification efforts can help overcome the housing shortage, and 3) what strategies are effective in stabilizing families/individuals in permanent housing.

### **Key Discussion Points**

- Efforts to get clients successfully housed must take into consideration the needs of both the landlord and client, e.g., units are a business asset to the landlord, and units need to be a right fit, with strong, consistent support services for the client.
- Obtaining housing for a client is only the first step; successful stabilization will rest with quality, effective support services for the client, and being responsive to the landowner when issues arise.
- Shared housing can be an effective strategy to combat homelessness, but it is not the right type of housing for every homeless family/individual.
- Successful permanent housing placement depends on each agency having a solid stabilization plan from day 1 with a well-trained, knowledgeable team that can build trust and strong relationships with both clients and landlords.

### **Implications and Next Steps**

- Coordinate efforts among housing locators to not overburden landlords with constant requests to house homeless families/individuals.
- Make sure the right person is doing the job, e.g., social workers may not be the best person to find housing; housing locators should know the housing experience, use marketing techniques and be responsive.
- Successful long-term placement of clients depends on finding the right type of housing in the right environment; need to consider quality of life and long-term affordability for client before placement.
- It is important for each agency to have a stabilization plan for each client.



*Addressing the issue of homelessness is about humanity, dignity, respect and putting real resources together to help confront this issue. It is not just LA County... it is about all of us.*  
**Supervisor Hilda Solis, District 1**



*We know that our community is only as strong as the way we take care of all persons in our community. One person is one too many when we are talking about homelessness.*  
**Mayor Sam Pedroza, City of Claremont**

## Justice Population

**Facilitator:** Judge Peter Espinoza, Office of Diversion and Re-entry

**Discussants:** Doug Bond, Amity Foundation; Danielle Wildkress, Corporation for Supportive Housing; Reaver Bingham, Probation Department; and Captain Paula Tokar, Sheriff Department

Homeless individuals face serious barriers to housing, services, and employment when they have criminal records and/or when their behavior is criminalized for low-level activities. The County Homeless Initiative (HI) strategies, as well as the work of the County's Office of Diversion and Re-entry, are designed to help justice-involved homeless adults to overcome these barriers and achieve self-sufficiency. The questions that guided this breakout session inquired about how the HI justice-related strategies are currently working and the opportunities to combat homelessness among people involved in the criminal justice system.

### Key Discussion Points

- The HI has helped facilitate new components in the Sheriff Department's (LASD) approach to policing on the streets and in the jails, i.e., the new Decriminalization and First Responder Training policies.
- LASD has evolved to engaging homeless on the street with the goal of assisting individuals, not arresting people for low-level, quality-of-life crimes when practical.
- HI has assisted with bringing the Jail in Reach (JIR) program to scale and enabling more community-based providers to work with the incarcerated homeless population.
- The Office of Diversion and Re-entry is assisting with providing HI clients with intensive case management services.

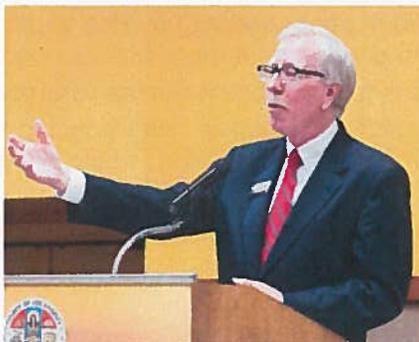
### Implications and Next Steps

- A focus has been to connect inmates to services upon release from jail. When immediate placement in treatment/housing is available, LASD will coordinate the inmate's release with CBOs in a "warm handoff."
- Services for individuals served with AB109 funding do not stop when the individual is no longer on probation.
- LASD is not currently generating statistical reports which breakdown the homeless inmate population by age. The group expressed an interest in the number of homeless individuals age 18 - 24 in the jail population. LASD agreed to look into the issue and begin tracking by age if possible.
- Must identify ways to continue building JIR to scale. Pay for Success funding may be an option.
- Continue to provide Crisis Intervention Training to deputies working both in and outside the jails.
- Continue developing the Criminal Records Clearing Project in a way that brings the service to the clients and CBOs where they are served, so that they do not have to travel downtown from all over the County.



*Every person living on our streets has a name, has a face, has a story and probably at one time had a family. A huge part of the County effort to address homelessness will be our local mayors in our cities.*

**Supervisor Janice Hahn,  
District 4**



*I'm excited because there is a big word called collaboration and that's a big part of what this is all about. I'm excited for collaboration between local governments, like the City and the County.*

**Mayor Joe Vinatieri, City of Whittier**



## Outreach and Engagement

**Facilitator:** Maria Funk, Department of Mental Health

**Discussants:** Va Lecia Adams Kellum, PhD, St Joseph Center; Marina Flores, LAHSA; Libby Boyce, Department of Health Services; Maribel Marin, 211 LA; and Dorothy Edwards, CSH

A coordinated outreach and engagement system is vital to a coordinated service delivery system because contact with people living on the street is generally with outreach workers. When outreach and engagement efforts are coordinated effectively, with multidisciplinary outreach teams as needed, it facilitates getting people off the streets and into services and housing. Discussion focused on how the implementation of the countywide outreach system will result in an integrated, effective system; the challenges to implementation; and other actions needed to maximize the effectiveness of outreach and engagement.

### **Key Discussion Points**

- Coordinated entry provides the best opportunity to know what is available in the community and ensure a “no wrong door” approach.
- Many homeless individuals need help accessing services. C3 teams are an example of effective multidisciplinary teams. Under the C3 model, teams do outreach, engage individuals who are homeless and do follow-up. Interventions are based on the type of need the person has.
- 211 is being explored as an option that will help provide a call center for referrals to the homeless service delivery system across the county. 211 will take a referral from a community member/business and forward the referral information to the Coordinated Entry System (CES) outreach coordinator in the appropriate SPA. The coordinator will dispatch a team to engage and assess the homeless person and match resources according to service need and availability.
- Concerns were expressed around some of the challenges 211 currently experiences in serving the community and whether they would have the capacity to effectively take on this additional work.
- Although we are becoming more coordinated, we are not yet integrated. Currently, there are a lot of resources that can only be used to serve certain populations.
- Significant progress has been made, but there is still work to be done. Cross-sector partnerships are becoming more the norm than the exception.
- There is great value in the input of individuals with lived experience within teams, and that value cannot be achieved in any other way. More outreach will create a greater demand for services. How do we meet the need when housing, either interim or permanent, is very limited?
- Outreach teams should be diverse and culturally competent so they are reflective of the homeless population.

### **Implications and Next Steps**

- Build on the current system rather than replace it. The ability to collect data and track referrals from 211 and follow-up made by outreach teams must be built into the process.
- Increase in outreach directly impacts the increased demand for interim and permanent housing resources. Outreach teams need to have real time knowledge of and access to available resources.
- Data must be regularly assessed to ensure that needs are being met. The goal should be for data to be available in real-time.
- Concern about the volume of calls. We need to be cautious about setting up false expectations in the community. Education of the community that outreach and engagement takes time is needed.
- Resources are limited within each SPA so we must continue to leverage resources wherever possible.
- There is a need for resources that are flexible and unrestricted. Outreach and housing resources are often siloed to target youth, individuals or families who meet specific criteria, which often limits whom outreach workers can serve.
- Because of limited resources, outreach will need to be focused with the use of data and by identifying hotspots which should be prioritized within each SPA.



## Community Mobilization and Communication

**Facilitator:** Chris Ko, United Way – Home for Good

**Discussants:** Kerry Morrison, Hollywood Property Owners Alliance; Rabbi Noah Farkas, Valley Beth Shalom; and Zondre Johnson, CSH

Homelessness affects everyone in Los Angeles County - community residents, business owners, community providers, government entities, and homeless families and individuals themselves. As a result, community perceptions of homelessness can have a significant impact – both positive and negative – on efforts to combat homelessness. Community mobilization and other intentional actions can positively impact community perceptions.

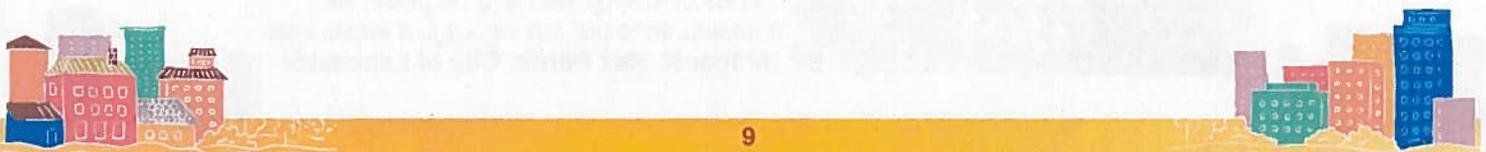


### **Key Discussion Points**

- Community perception and response vary greatly ranging from asking why there is an increase in homelessness and its impact on crime rates to "it is not our problem, someone should do something about it" and "why can't we send them to downtown?"
- Community has a lack of awareness of what is entailed (time frame, different services/players and its effectiveness) in helping the homeless secure and maintain housing and supportive services.
- There is a growing interest in the community wanting to help the homeless including, but not limited to:
  - Getting community members and different sectors (such as law enforcement, faith-based agencies, healthcare systems and schools) to join the dialogue on homelessness to increase awareness of factors that contribute to homelessness and what homeless people experience. For example, homeless people should not be stereotyped as "winos"
  - Establishing vision and empowering the community
  - Supporting and participating in local homeless coalitions

### **Implications and Next Steps**

- There is a heightened awareness of homelessness amongst families and individuals in communities and neighborhoods that is eliciting a proactive community response wanting to help the homeless population.
- Shift in how homeless people are perceived is needed to develop a meaningful and sustained response to homelessness.
- Explore how the community's growing interest in the homeless can be leveraged to:
  - Mobilize/activate community residents to serve as advocates/ambassadors who can exert positive social pressure in the community and government settings
  - Match individuals and agencies with opportunities where they can contribute to combating homelessness in a user friendly way (for example, an app). This can include volunteerism, donations, forums, supporting local homeless coalitions, etc.
  - Develop communication materials, such as video testimonials, that the community members can use to increase awareness of homelessness



## Increasing Development of Affordable and Homeless Housing

**Facilitator:** Dora Gallo, A Community of Friends

**Discussants:** Helmi Hisserich, Los Angeles Housing Community Investment Department; Monique King-Viehland, Community Development Commission; Amy Anderson, PATH Ventures; and Ann Sewill, California Community Foundation

The development of affordable and permanent supportive housing in Los Angeles is critical in combating and preventing homelessness. Land use regulations, funding, NIMBYism, and bureaucracy are key challenges in developing an adequate supply of affordable and permanent supportive housing (PSH) for the region's low- and very-low income families and individuals. The questions that guided this breakout group inquired about available funding, expediting production, coordination among jurisdictions, upcoming new state and local funding sources, challenges of siting, and building developer capacity.

### **Key Discussion Points**

- With the upcoming influx of state and local funding, and the expectation to produce units ASAP, ideas discussed to expedite construction included multiple funding rounds per year, threshold requirements for funding, early project commitment, and streamlined planning approvals.
- It's important for elected officials to "spine up" to encourage and support siting of affordable/homeless housing in their areas.
- Inclusionary housing should be used as a tool for producing affordable housing.
- Developer capacity to keep up with new funding will be a challenge; more developers with affordable housing/permanent supportive housing experience will be needed.

### **Implications and Next Steps**

- Coordination among jurisdictions to streamline the financing and approval process, currently being worked on through HI Strategy E13, needs to continue.
- Besides PBV and VASH, need to identify funding sources, similar to the Flexible Housing Subsidy Pool, to pay for rental subsidies.
- Cities should leverage value capture strategies/inclusionary zoning to encourage development of affordable/permanent supportive housing; coordination among cities on value capture strategies is not illegal.
- Cooperation among jurisdictions and the developer community is needed to build capacity among existing affordable/permanent supportive housing developers and new developers.



*It is not a one size fits all. Each area has its own challenges; we cannot do this alone; government can't do this alone. It will require all of our communities, our faith-based, non-profit and government officials to come together.*

**Supervisor Kathryn Barger, District 5**



*I have seen the pictures where mothers are praying to hold on till summer, where the temperatures are over 120 degrees. Those of us in government who allow those conditions to exist, we have failed. I don't want to end my term as a failure. If we're going to embark on this, we have to use every ounce of energy we have because the consequences of failure are just intolerable.*

**Mayor R. Rex Parris, City of Lancaster**

## Mental Health and Substance Use Disorder Treatment

**Facilitator:** John Connolly, Department of Public Health SAPC

**Discussants:** Elena Farias, Department of Mental Health; Amber Roth, Homeless Health Care LA; and David Snell, Department of Mental Health

Vulnerable individuals who have the greatest health, behavioral health, and social service needs have difficulty navigating systems that have different structures and practices, programmatic goals and financial incentives. Clinical support is vital in the Housing First model in order to overcome mental health and substance use disorder (SUD) barriers to secure and retain housing.

### Key Discussion Points

- Several successful programs were highlighted including:
  - SB82 Teams that provide outreach, engagement, assessment and service linkages
  - Public Library expanding access by partnering with the Department of Mental Health, Department of Health Services, Department of Public Social Services, City of West Hollywood and community-based organizations to provide services on site
  - CES serving as a good standardized tool to rate homeless person's vulnerability, an index that is used to match people to housing
- Drug Medi-Cal Organized Delivery System (DMC-ODS) presents an opportunity to improve the system; it will allow repurposing current funding and provide better payment and wider range of services, including field based services and outpatient detoxification services. Inpatient withdrawal management care is not included, so DPH is exploring partnerships with hospitals.
- Unmet needs and/or improvement opportunities include:
  - SUD system lacks continuum of care unlike mental health services
  - Blended funding sources to provide comprehensive services
  - Lack of coordination with private hospitals that serve high utilizers in their emergency rooms
  - Capacity expansion is needed as more homeless patients will be served in an already impacted system
  - Services for undocumented homeless people
  - Transitional Housing Units' non-compliance with building codes

### Implications and Next Steps

- DMC-ODS will have far reaching impacts in improving clinical care and outcomes that will also significantly expand system capacity and billable services, although the fee- for service- model can be limiting.
- As homeless patients access care at different points, improved coordination with a "no wrong door" approach is needed that integrates mental health and SUD services as well as improving coordination with the private sector.
- Successful DMH practices should be replicated in SAPC.
- Workforce development with cultural competency and lived experience will be needed in order to maximize and sustain new system-transforming opportunities and meet current/future needs.
- Improvement opportunities exist in streamlining/reducing administrative burden of documentation for DMH contracts (as much as 30% of productive time is spent on documentation).



## Collaboration with the Cities

**Facilitator:** Phil Ansell, County Homeless Initiative

**Discussants:** Meg Barclay, City of Los Angeles; Benita DeFrank, City of Pomona; and Corri Planck, City of West Hollywood

Homelessness is not confined by jurisdictional boundaries, and the County and cities have complementary roles in combating homelessness. Establishing strong, on-going partnerships between the County and cities throughout the region continues to be critical to successfully combating homelessness.

### Key Discussion Points

- There have been many examples of successful collaboration between cities and the County, such as:
  - City of Los Angeles and the County worked together to adopt their respective Strategies to Combat Homelessness on February 9, 2016
  - City of Los Angeles works with its Housing Authority and the County on funding for Permanent Supportive Housing
  - City of West Hollywood homeless outreach staff does ride-alongs and otherwise collaborates with the County's Sheriff Department
  - City of Pomona houses County Department of Mental Health staff at the Pomona Police Department
- Some of the barriers to effective collaboration include working around bureaucracy, educating the community, and addressing the barriers to developing permanent supportive housing.
- Community education through public meetings can help overcome these barriers. For example, the South Bay Council of Governments currently conducts bi-monthly meetings to discuss homeless issues.

### Implications and Next Steps

- There are many opportunities for cities to collaborate with the County that do not require additional funding from the city. For example, cities which administer their own public housing authorities can dedicate a portion of their turnover Housing Choice Vouchers to Permanent Supportive Housing. In another example, the City of West Hollywood is collaborating with the County's Public Library to station existing city-funded social workers at the Library for certain hours each week to engage homeless library patrons.
- There is an unprecedented level of new funding from multiple sources for the development of permanent supportive housing. Siting new permanent supportive housing will be fundamental to the effective utilization of this new funding, and cities have a critical role to play through land use policy and decisions on specific projects.
- City laws and approaches to scavenging can be a significant element of a city's overall approach to addressing homelessness.



*There's no issue, more than homelessness, that really motivates people in Los Angeles County. There is not a single person in this county who thinks the status quo is ok and that is really extraordinary.*  
**Molly Rysman,  
Homeless Policy  
Deputy, Supervisor  
Sheila Kuehl,  
District 3**



*If your city wants to take a more active role in combatting homelessness, then make a decision to do so today, by dedicating some of the resources you have. Don't forget your faith partners and business community; they have resources that can be foundational. Then just pick, even just 1 of the 47 strategies laid out by the County and decide to join in.*  
**Mayor Ted Winterer, City of Santa Monica**

## Expanding Providers' Capacity to Maximize New Opportunities

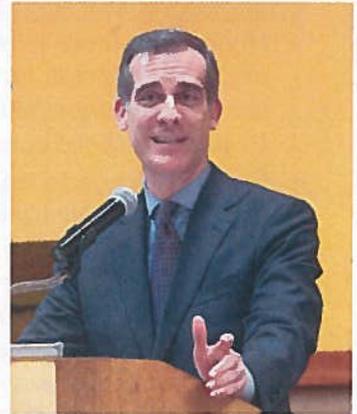
**Facilitator:** Peter Lynn, LAHSA

**Discussants:** Andrea Iloulian, Conrad N. Hilton Foundation; Shari Weaver, Harbor Interfaith; and Katie Hill, PATH

Deliberate expansion of homeless service provider capacity is critical to maximize the effective utilization of both current and new resources and demonstrate good fiscal stewardship that will ultimately result in stronger systems of care and improved client outcomes. Discussion focused on: 1) capacity building activities currently taking place; 2) what sustainable development needs and opportunities exist within the current system; and 3) what system changes and/or additional capacity building are needed to respond effectively to current and potential funding opportunities.

### Key Discussion Points

- Agencies have had to grow in a very short time. What kind of homeless delivery system are we trying to create and how do agencies expand to be able to meet needs?
- There is no "one size fits all" solution. There need to be many partners at the table sharing resources and best practices.
- There is currently a capacity building effort, in partnership with Corporation for Supportive Housing and United Homeless Healthcare Partners, helping to recruit people with lived experience and provide training modules that prepare them for working in the homeless service delivery field.
- Recruiting staff with a MSW degree has pros and cons, but retention is difficult as they tend to gain experience and leave.
- Funding has also been an issue in capacity building. Elimination of redevelopment dollars and cost reimbursement contracts make it difficult to grow. Providers need general fund dollars that come with flexibility. Most contracts don't allow sufficient ramp up time.
- There has not historically been funding streams to support provider capacity building.
- Building capacity can't be a top-down approach. Line staff needs to be engaged on what's happening and receive ongoing training and information on resources available.
- Because of the broad collaboration and focus on homelessness, partnerships have expanded across the county and we are tapping into expertise and providers in the County that have not had County contracts, or the capacity to handle taking on that level of work.
- Retention of staff should be a focus for community agencies. Benefits such as living wage, ongoing training and compensation plans should be strategically thought about and considered when pursuing contracts. This will contribute to creating an organizational culture that will permeate agency values across all levels of staff.
- Organizations should have a growth plan that includes increasing the depth of staff expertise and avoiding skills being with only one staff person.
- This is the perfect opportunity to strategically think about how to invest in the capacity of the high performing and mission-driven non-profit organizations.
- Other industries have had to grow quickly. With implementation of Affordable Health Care, health agencies, such as Federally Qualified Health Care Centers, had to ramp up very quickly.



*There's no city that's not touched by homelessness now. Never lose the optimism that we will win this, we are not here to manage homelessness, we're not here to address homelessness, we're here to end homelessness. And we can.*  
**Mayor Eric Garcetti,  
City of Los Angeles**



## Expanding Providers' Capacity to Maximize New Opportunities continued.

### Implications and Next Steps

- Need to be more intentional in contracting and allow sufficient and dedicated time for ramp up, training, and ensuring staff have an understanding about how the work fits into agency values and the homeless service delivery system as a whole.
- Contracts should come with training modules to ensure uniformity of information provided.
- Funding needs to be allocated to address infrastructure needs of agencies. May need to think about changing administrative funding structure.
- There needs to be an easier way to handle the administrative work (i.e., contracting, human resources, and finance matters) for smaller agencies that don't have the capacity and where it's not feasible to establish these resources within the agency. An option may be shared staff or a central body that can work with multiple agencies.
- Agencies that have grown should share experiences about how they did it with smaller agencies. Communication between agencies should occur beyond the HI Conference.
- Should look at experiences with other agencies/jurisdictions as it relates to non-profit risk management. Agencies should also reference the California Association of Non-Profits guidance on overhead costs.
- Identify best practices of FQHCs that had to grow very quickly.



## Contracting

**Facilitator:** Stephanie Klasky-Gamer, LA Family Housing

**Discussants:** Deon Arline, Department of Public Social Services; Cheri Todoroff, Department of Health Services; Maria Funk, Department of Mental Health; and Chris Callandrillo, Los Angeles Homeless Services Authority

A wide array of community providers contract with various government entities to provide homeless services. Particularly with the increase in available funding, there is a need to streamline contracting processes to reduce the burden on providers, while ensuring compliance with applicable statutory and regulatory requirements. This could involve increased alignment in the contracting processes of various government funders. The questions that guided this breakout session inquired about current barriers, opportunities to streamline processes, and technical assistance needed by providers.

### **Key Discussion Points**

- Funding restrictions/rigidity of contracts make it difficult for providers to achieve program goals and priorities. Restrictions also cause disallowances and this is a challenge that needs to be addressed.
- Providers feel they need to be heard in order for changes to be made that will assist providers.
- DHS reported that developing pre-qualified lists of service agencies (Master Agreements), creating concise work orders, and using a fee for service reimbursement based on the number served all improve processes for the government agency and contractor.
- Utilizing a request for qualifications (RFQ) and creating lists of potential agencies with which to contract prior to the release of a request for proposals allows for a pre-vetting of agencies and a faster contracting process.
- When funds from various government agencies are used for a single contract, contractors would like to see government agencies work together on the monitoring process and clearly identify what needs to be monitored.
- The use of cash advances can ease cash flow issues for contractors during the initial phase of their contracts and they'd like to see this practice increased.

### **Implications and Next Steps**

- New providers can find it very difficult to receive contracts; during the breakout session they were advised to seek sub-contracts with larger, more experienced providers as a means to obtain experience that would facilitate their receiving direct contract in the future.
- For an agency to be placed on the lists created via DHS' Request for Statement of Qualifications for Supportive Housing Services (RFSQ) process, a provider must have at least three years of experience in the last ten years providing intensive case management services to homeless people with complex health and/or behavioral health conditions.
- DHS is currently working on a Board letter that would increase flexibility to enter into Intensive Case Management Services (ICMS) work orders that are responsive to Board priorities.
- DMH is working to model its contracting process after DHS' process; currently the DMH process can take up to a year from RFP to having an actual contract executed.
- DPSS encouraged all funders to work with providers and to be hands-on to address issues that arise for contractors.
- Providers would like to know exactly what they can advocate to change in a contract and what cannot be changed so that they can focus on the former.
- Providers would like to have a matrix in an RFP that spells out specific funding streams and restrictions for each stream.
- Providers would like to have one point of contact for contracts with multiple funders.
- For the Departments under the Health Agency, providers would like to be able to submit required documents to one place rather than to each department.



# PERCEIVED CHALLENGES FOR THE YEAR AHEAD - Identified By Conference Participants



## **Capacity Building**

- Staffing and training, administrative/infrastructure capacity.
- Capacity building (money, infrastructure, resources, staff, technology) as it relates to coordination.
- Locally, there are several new programs coming to the County, and we don't have the workforce to implement these programs.
- Workforce - finding the employees to provide supportive services.

## **Funding/Resources**

- Appropriate allocation of new resources, focused collaboration and preventing new episodes of homelessness.
- Finding a way to distribute funding equitably.
- Potential loss of federal funds.
- Implementation of new programs through strategy funding.
- We have no idea what federal funding will look like.
- Potential repeal or alteration to ACA and how that will affect services that have been expanded under ACA.

## **Homeless/Affordable Housing**

- Available real estate being underutilized.
- Insufficient housing stock for permanent housing and bridge/temporary housing.
- Lack of affordable housing in LA for clients with Section 8 vouchers; landlords difficult to engage.
- Deficit of enriched residential beds for complex populations.
- Directing land use and housing policy to increase the affordable housing stock.
- Slowing the displacement of tenants and the increase of the local homeless population, including both those displaced to make way for higher rents and short term rentals.

## **Siting/NIMBYism/Education**

- Stigma and city opposition to affordable housing.
- How do we elevate the perception of people in power and local communities that homelessness is a local, current issue?
- Public opposition to housing projects.
- Educating the public with sensitivity and awareness.
- Strategies to build trust including education and outreach.
- How do we communicate such a large project to so many people in a short amount of time?
- Target the business and private sectors.
- Community engagement in getting the broader community involved.

## **Supportive Services/Employment**

- Everybody needs a place to live, with supportive services available when needed.
- Finding ways to empower families with services necessary to stand on their own.
- Individuals with mental health issues affecting consumer and business affairs.
- Business owners not sure of where to refer for services.
- Building housing retention skills for PSH residents.
- Coordination between services and organizations across cities in LA County.
- Lack of viable employment opportunities for folks re-entering workforce.
- People want to work, but jobs don't exist.

## **Other**

- Timeline it takes to get things done, to keep the momentum going, the challenge will be to show the positive results.
- Coordination and integration of all of these HI efforts, and other overlapping initiatives.



# PERCEIVED OPPORTUNITIES FOR THE YEAR AHEAD - Identified By Conference Participants



## Capacity Building

- Building capacity for nonprofits to get stronger and more competitive for overall funding.
- To increase housing capacity by converting derelict motels.
- The Training Academy through United Way, CSH, UHHP.
- Leveraging the high-level of cross sector alignment to deliver outcomes needed to continue to build public support.
- Despite challenges around capacity, the requests for building capacity are all focused on collaboration.

## Engagement/Collaboration

- Engaged electorate and elected officials. Unprecedented political will to address homelessness.
- Continuing city/county collaboration; getting more cities involved.
- Willingness of County to match city funding for rapid rehousing.
- Opportunities to collaborate at all different levels and with non-traditional partners, such as libraries.
- Outreach and education; public awareness.
- Cities are more engaged which could lead to increased leveraging opportunities.
- Bringing in new stakeholders who haven't been historically involved
- Centralized coordination.
- Businesses need to become more involved.
- Utilizing multi-pronged approach to educate the community, e.g., law enforcement, business community.
- Changing laws/policies on how homelessness is addressed.
- Educate and empower more people with lived experience to advocate for the homeless.
- Empower 47,000 homeless to register to vote and actively participate.

## Funding/Resources/Streamlining

- Cut some of the bureaucracy to streamline entitlement processes for projects to get approved quickly
- Standardizing processes.
- Utilize resources to facilitate re-entry from the criminal justice system.
- Whole Person Care will bring additional resources Drug Medi-Cal waiver will provide more money for substance use disorder treatment.
- Increased funding opportunities.
- Collaboration and leveraging of resources.
- Increased coordination of resources and accountability across city and county jurisdictions.
- Using data from rapid rehousing to demonstrate its effectiveness; ensure continuing funds for this initiative.
- Cities funding local efforts; cities can leverage their CDBG funds to pay for homeless related services or coordination.
- New HMIS will provide better quality and more comprehensive data to understand and evaluate impact of the Homeless Initiative.

## Land Use/Housing.

- The opportunity to leverage our vibrant development market through value capture to build more affordable housing projects and create an affordable housing fund.
- Develop projects that can offer less ambitious, short-term wins that can pave the way to future expansion of affordable housing efforts.



*All of you have helped show that with hard work and dedication, with one life at a time, one innovation at a time, one successful program at a time, we can combat homelessness.*

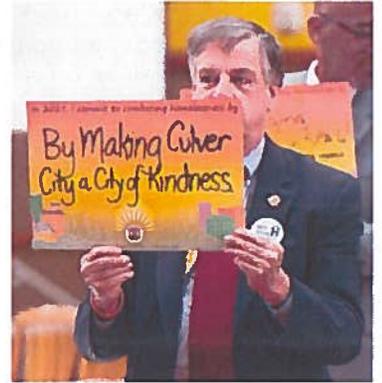
**Sachi Hamai, Chief Executive Officer,  
County of Los Angeles**



## PERCEIVED OPPORTUNITIES FOR THE YEAR AHEAD - Identified By Conference Participants

### **Supportive Services/Employment**

- Permanently house a large number of people who are already attached to services.
- Enhancing post-incarceration services; fuller range of services.
- The *Housing for Health* Program is growing; figure out how to integrate these opportunities.
- Increased awareness of need for holistic care and preventive measures.
- Employment opportunities through transit expansion.
- We can focus on employment and education opportunities as well and address poverty alleviation.





### Conference Event Committee

For your creativity, holistic approach and "can do" attitude

#### Community Partners

- Va Lecia Adams Kellum, PhD, St. Joseph Center
- Meredith Berkson, PATH
- Kris Freed, LA Family Housing
- Veronica Lewis, SSG/HOPICS

#### County Departments

- Craig Kakuda and Ashlee Oh, CEO Office of Homelessness
- Adrienne Byers and Navid Nakhjavani, County Counsel
- Sandy Song, Department of Public Health
- Maria Cabildo, Community Development Commission/Housing Authority of the County of LA
- Maria Funk, Department of Mental Health



#### Stuart D. Perlman, PhD

Artist with compassion and determination to combat homelessness through compelling, humanizing portraits of people experiencing homelessness

*"If we can see into their faces and learn their stories -- their hopes, dreams, accomplishments and fears -- we can no longer pretend that they don't exist...we can no longer look the other way."*



#### Event Sponsors

United Way Greater Los Angeles and Conrad N. Hilton Foundation for their sustained support and for making the 1<sup>st</sup> Annual Homeless Initiative Conference possible



#### Conference Volunteers

To our volunteers from County Departments and the Los Angeles Homeless Services Authority



HOUSING

g homelessness by  
**BUILD**

In 2017, I commit to

Educate the community & engage city officials

In 2017, I commit to combating homelessness

**FILLING THE GAPS**  
**MAKING CONNECTIONS**

In 2017, I commit to combating homelessness

outreaching to all unsheltered neighbors

HELPING PEOPLE GET

**JOBS**

In 2017, I commit to combating homelessness by

**COLLECTIVE IMPACT**

systematically connecting to resources

empowering public health & education

Supporting Case Management

**ENGAGING AND MOBILIZING MY COMMUNITY**

In 2017, I commit to combating homelessness by

continuing to align Brilliant Corners at all levels of the organization with LA County's collaborative initiative to end homelessness.

In 2017, I commit to combating homelessness by

helping Ascencia do all it can to serve, shelter and house the homeless people we meet

# COUNTY OF LOS ANGELES

## HOMELESS INITIATIVE



# APPRECIATION NOTES

March 2017



## INTRODUCTION



In celebration of the 1<sup>st</sup> anniversary of approval by the Board of Supervisors of the Los Angeles County Homeless Initiative strategies, a call for **Appreciation Notes** was distributed to all of the community and government partners who are part of the Homeless Initiative. We invited everyone involved to acknowledge and celebrate those agencies and/or individuals, our local champions, who contributed to combatting homelessness during the past year. Many responded with stories of inspiration, compassion, and determination that contributed to transforming individual lives and our communities.

These Appreciation Notes express how we have witnessed or been personally touched by many homeless programs, services and individual acts of kindness that made a difference for an agency, department, community, families, and/or individuals.

They remind us that everyone has a vital role to play in combating homelessness - State, County, cities, community providers, business sector, academic institutions, foundations, faith-based organizations, people who directly experienced homelessness, and the community at large.

We encourage our partners to continue celebrating our champions combating homelessness by submitting your Appreciation Notes at <https://goo.gl/forms/JYeaLreBCiab8zfB2>. The Homeless Initiative will compile and distribute additional Appreciation Notes on a periodic basis.



## APPRECIATION NOTES



### **Acknowledging: *Whittier First Day***

Whittier First Day is an outstanding community partner that collaborates with L.A. CADA to find or provide emergency housing for our substance using adult participants in treatment. They are dedicated, inspirational & effective. Shout out to "T.K." for their accomplished case manager.  
— **Bill Tarkanian, LA CADA**

### **Acknowledging: *FSC – San Gabriel Valley***

Our FSC processes a multitude of referrals daily and works hard to make sure families are placed with the right resources available to them. They treat families with dignity and make sure the transition towards housing placement is smooth.  
— **Andrew Fike, Door of Hope**

### **Acknowledging: *Leticia Colchado, Frank Trejo, Darlene McDade-White, Belen Fuller, Hellen Hong, Jill Bauman, Jonathon Thompson, Mary Romero, Rhonda Johnson, Tyler Sutherland, Lori Willis, Kara Allen Soldati, Jessica Petrass, Elizabeth Cohen***

I would like to acknowledge appreciation of all individuals that contributed towards the work on Strategy A4: Discharges from Foster Care & Juvenile Probation. In the initial stages, the components were divided into two groups. All members clearly demonstrated the will, interest, and commitment to tackle the problems of homelessness. In the latter stages, the groups, DCFS and Probation, and the community partners agreed to take a combined comprehensive approach to effectively address all components as the two departments have similar needs. This milestone came to light following the development of a comprehensive tool (Structured Youth Transition Framework) created by Jill Bauman, Hellen Hong, and Jonathon Thompson. The tool supports the enhanced discharge guidelines and all activities and connections that should be made by the involved social work and/or support staff. It is our hope that the successful implementation of this tool will achieve our goal of increasing positive outcomes for our TAY population.  
— **Darlene McDade-White, DCFS**

### **Acknowledging: *Our dear friend Rose***

We have a dear volunteer named Rose. She comes to our Kitchen when she can. She is regularly afflicted with many serious problems. She has a TERRIBLE inflammatory lung disease called SARCOIDOSIS that affects her life to the point that she is often in the hospital. She also has a husband that is dealing with early Alzheimers.

She doesn't own a car. She has to depend on public transportation that often doesn't show up and leaves her stranded. From waiting in the hot sun, which she is sensitive to, she has a problem with nausea and vomiting, because of her condition.

Despite all that, Rose remains a cheerful person. She gives our Kitchen the gift of herself. She provides our Kitchen with INVALUABLE resources for our guests that come in for a meal. She searches the internet at various sites and sends them on to me, to print out and share. She sends me links for available housing, jobs and services.

As an example, yesterday, SHE was the direct cause of a mother, daughter and granddaughter getting housing. Sometimes Rose knows that we are trying to help someone at our Kitchen find shelter or a job. She will call the agency or the person making the offer, and she puts in a good word for our person. Then when our person does make the call themselves, Rose has already softened their heart toward the person.

At our Kitchen, we are busy with many duties and responsibilities. We cannot begin to express how MUCH we appreciate Rose and her gift that she shares with us!

Thank you Rose!  
— **Carol Daley, Foothills Kitchen, Monrovia**





**Acknowledging: Becky Vanderzee (Our Place Housing Solutions), Tomasz Babizkiewicz (PATH), Kim Barnette (LAHSA)**

Becky, Tomasz and Kim, thanks for being such a terrific resource to Downey staff, from our police department and city manager's office to our library and parks & rec staff. You've helped us in responding with caseworkers to help individuals in our city, provided information and training to our library staff, given us assistance in our noticing and clean-up efforts, and consistently supported the community's efforts in participating in the annual homeless count. Your presence has made a genuine difference in our organization's response to homelessness.  
— **Anonymous**

**Acknowledging: Ami Rowland**

Thank you for your commitment to Youth Coordinated Entry and for your collaborative efforts to make it work.  
— **Arlene Schneir, Adolescent and Young Adult Medicine, Children's Hospital LA**

**Acknowledging: Marc Trotz, Director of Housing for Health**

For his inspirational vision of caring for the whole person to promote housing stability!  
— **Va Lecia Adams Kellum, St. Joseph Center**

**Acknowledging: Chrysalis Rapid Rehousing Jobs Team - Alicia Avalos, George Escandon, Larysha Green, Taylor Henderson, Carmel Mitchell, Neidy Portillo-Tseng, Clare Smith, Matt Straface, and Joseph Wise**

As the employment services provider, Chrysalis is the jobs partner for multiple rapid rehousing programs with amazing housing partners across Los Angeles. These dedicated employment services staff deserve our appreciation as they work tirelessly to help individuals move from homeless to housed - with jobs and able to pay the rent! Keep up the amazing work you are doing!  
— **Michael Graff-Weisner, Chrysalis**

**Acknowledging: Thad's Episcopal Faith Community**

Thad's, an alternative Episcopal faith community that meets at the Writers Bootcamp in Bergamont Station, has been a partner with Imagine LA since its conception. Thad's motto is Love Spreading Difference Makers. Thad's believes in the power of relationships, so volunteering to journey with and mentor an Imagine LA family was a perfect fit, so much so that they are now mentoring their fourth Imagine LA family.

The relationships formed with each family have been transformative for each volunteer, family member, and the entire Thad's community. Most recently, a group of Thad's volunteers were the first mentor team to be matched with a TAY (Transitional Age Youth) family as part of our new TAYFT (Transitional Age Youth Families Thriving) Pilot Program.  
— **Tara Ignont, Imagine LA**

**Acknowledging: Pat Bouchard**

Pat has recently retired from First Day, but I would like to thank him for his countless hours of service to the homeless population in the Whittier area. His energy, passion, drive and enthusiasm was second to none. He was always willing to help when the City called for service and he was a true inspiration to his colleagues and residents at the First Day site. 'Thank you' Pat for your many years of excellent service at First Day. You will be missed but I am sure I will be seeing you volunteer for other activities within Whittier.  
— **Martine Browne, City of Whittier**





**Acknowledging: *An angel called Sheila***

I know a lady named Sheila, who is known as the angel, in the parks. February 2nd is Sheila's birthday and at 89, she spent a good portion of her day feeding the poor in the park and even some, in the shelter of their cars. She works tirelessly EVERY day, preparing, or collecting the food that she is given, to single-handedly pass out to the hungry. When you and I are home with our families on any holiday, Sheila has prepared a meal for her friends in the streets and one for her family. She carries blankets, and gloves and clothing for anyone she meets in need. She is a remarkable and truly inspiring woman and we are graced to have our lives touched by hers.

— Carol Daley, Foothills Kitchen, Monrovia

**Acknowledging: *Union Station – Adult Center, Shawn Davis***

Union Station Adult Center is a Shelter intake site and case management program for single adults in the San Gabriel Valley. Shelter resources for single adults in the San Gabriel Valley are very scarce, and trying to find a place outside of the winter months is very challenging. I reached out to Union Station Adult Center to help a disabled client in their area with immediate shelter. I was able to speak with a housing coordinator by the name of Shawn Davis and collaboratively developed a coordination plan to assist clients with temporary shelter. Because of the great partnership and coordination, Union Station Adult Center was able to provide immediate transitional housing, allowing clients the opportunity and time to establish self-sufficiency for future successful permanent housing.

— Herb Smith, The Los Angeles Mission

**Acknowledging: *Los Angeles Homeless Services Authority***

Kristina and Chris embody the spirit of caring, efficient and timely service. Every request that I send is answered immediately, and every concern I bring to their attention is addressed with urgency. They have served as both the first and last line of defense for our families as they navigate the world of homeless services. Recently, we had to transfer 2 families from one motel to another with little notice and few resources. Not only were they able to arrange transportation, but they were able to secure a motel for each family that fit their specific needs; one needed a motel that would accept her service animal and the other was restricted to a specific area due to a DV history. I know that we are just one of the many agencies that reaches out to them for specialized help, which makes their attentiveness to our concerns so very much appreciated. Thank you Chris and Kristina for supporting St. Joseph Center and the families we serve, and for helping me during times of great need.

— Maia Eaglin, St. Joseph Center / HFSS & SPA 5 CES For Families

**Acknowledging: *St. Joseph Center***

2-1-1 received a call from a single mother who was housed by St. Joseph Center Family Solutions Center. She shared that she had just been housed in an apartment after being homeless for three years. She was very thankful to the team at St. Joseph Center for helping her get back on her feet. Without their support, she did not know where she would be with her child. Before helping her move into her new permanent housing, St. Joseph Center also ensured the family was off the streets by providing them with motel vouchers when they had nowhere else to go. Now she has a stable place to raise her children and she could not have done it without the wonderful team at St. Joseph Center.

— Kristina Godinez, 211 LA County





**Acknowledging: *Health Advocates***

Health Advocates is a LA County contracted legal aid agency that provides people who are permanently disabled the opportunity to obtain the benefits they might be entitled to, such as Social Security. Through Health Advocates we have been able to connect multiple clients to a case manager and lawyer, who provide them legal representation and consistent communication through the whole Social Security process. When a client has been unable to complete or understand any applications, Health Advocates has gone above and beyond to send a legal representative to the comfort of their home to help them through the paperwork. Through their consistent dedication and ongoing assistance, Health Advocates and their representatives have provided opportunities for people with disabilities to obtain the necessary income to survive.

— **Myieko Clayton, 211 LA County**

**Acknowledging: *Michael Moore, LMFT***

Amongst all the wonderful encounters I have had in my 23 years at Northeast Valley Health Corporation (NEVHC), it is Michael Moore, LMFT, who stands out and deserves much recognition for his work with the homeless. He is an extraordinary behavioral health therapist, who is exceptionally patient and works tirelessly to help every individual find the resources needed to end homelessness. Michael has a huge heart, brilliant clinical skills and a dynamic brain! We have received beautiful notes from patients praising his ability to support them as they transform their lives. NEVHC is very fortunate to have Michael on its team! Thank you, Michael.

— **Kathy Proctor, Northeast Valley Health Corporation**

**Acknowledging: *Dr. Jon Sherin & Dr. Mitch Katz***

Thanks for being mission driven and promoting enlightened, emerging best holistic practices with public and private partnerships.

— **Paul Freese**

**Acknowledging: *Glendora Police Department***

Each year the City of Glendora hosts the East San Gabriel Valley Homeless shelter at two churches during the months of December and January. For one evening, in the shelter the employees of the Police Department serve food to the homeless. This is a great way for the officers, dispatchers and other civilian employees to give back to those who are less fortunate.

— **Dave Wanstrath, Glendora Police Department**

**Acknowledging: *Our Rapid Rehousing Partners - DHS, Probation, CSH, Brilliant Corners, The People Concern, LA Family Housing, and St. Joseph Center***

Chrysalis participates in multiple rapid rehousing programs and we want to send our appreciation and thanks to the amazing partners that make these projects happen. We so appreciate the amazing work of staff from each of these partners -- DHS, Probation, Brilliant Corners, CSH, The People Concern, LA Family Housing, and St. Joseph Center -- who provide the housing and case management services that make it possible to end homeless for the hundreds of individuals we are serving in these programs. Thank you - we appreciate you!

— **Michael Graff-Weisner, Chrysalis**





**Acknowledging: *Los Angeles Homeless Services Authority***

Last year I witnessed so many incidents of LAHSA staff going the extra mile under very tight deadlines and public pressure to provide help and assistance to the community, especially those of us filling volunteer roles. Thanks for the countless hours of help and caring you provide that translates into front line stories of help, hope and opportunity for men, women and children.

— **Herb Smith, The Los Angeles Mission**

**Acknowledging: *Alison Hurst***

Thank you for being a source of optimism, courage, and forever faith for all those you encounter. You make our work possible!

— **Rachel Pedowitz, Safe Place for Youth**

**Acknowledging: *Whittier First Day / Irene Muro***

Brookdale contacted the City of Whittier late one Friday afternoon, during the heavy rains, reporting a senior citizen who was newly homeless and looking for shelter. City staff mobilized quickly and went through PATH to reach First Day emergency staff - Irene, Executive Director at First Day, immediately called the City back and immediately sent two staff to meet with the man. They ultimately took him to First Day for the weekend (they had just one available bed). This reprieve gave them time to find an appropriate placement for him as a veteran, and determined he qualified for housing vouchers through PATH. Excellent example of the City working with a nonprofit social services agency and with a business to provide needed services! Thank you Irene at First Day.

— **Martin Browne, City of Whittier**

**Acknowledging: *Carol Daley***

Carol Daley is one of the 3 Co/Founders of our organization. We started it almost 3 years ago and not a day goes by that we are not talking to each other about ways to improve and expand our programs. Carol and I did not have the education or business background to do what we do but Carol has been the strong force that keeps us in faith believing that through God "All things are possible." She works tirelessly every day helping coordinate our Ministry. She starts with 6am Mass and finishes the accounting and paperwork late into the night. When we started it was only one meal a month which quickly expanded to serving a full hot meal every Saturday. Today we have a clothing ministry, our wish list ministry, a bicycle ministry, a job board, a resource board and a food pantry. Carol is involved in all these programs as well as publishing our weekly newsletter to over 350 individuals. As if this is not enough she tutors at the Monrovia Library, takes Holy Communion to shut ins and sponsors an elderly friend that lives in LA whom she visits each week. Foothills Kitchen works with Starbucks and Carol picks up the donations and processes them 2 days a week. Carol Daley is a huge blessing to those who volunteer with her and to the guests that she serves with such a giving and generous heart. I am honored to work with her and to be her friend.

— **Janie Duncan, Foothills Kitchen**

**Acknowledging: *Culver City Unified School District***

I'm so grateful for Culver City Unified School District's commitment to meeting the needs of every student by providing a caring environment, wrap-around services, food, clothing, counseling, helping families find shelter and permanent housing, as well as job opportunities. The extraordinary dedication of a team of caring individuals is transforming the lives of Culver City youth. It's beautiful.

— **Meghan Sahli-Wells, Culver City Council**

**Acknowledging: *Malibu Taskforce on Homelessness***

Inspired by the Pacific Palisades Taskforce on Homelessness, residents of Malibu came together to raise money to fund 2 full-time outreach workers from The People Concern to perform outreach to homeless individuals in Malibu and connect individuals with services and resources to transition out of homelessness.

— **Elizabeth Shavelson, City of Malibu**





**Acknowledging: *A Resilient Single Mom***

Amalaya\* (\*Alias) has been struggling to find steady employment since early 2015. She is committed to building a stable life for her and her son, Levi\*. Amalaya often thought about going back to school and in 2016 she enrolled in Codetalk, a coding program sponsored by Snapchat through St. Joseph's Center in Venice, CA. Amalaya was always interested in social media branding and website development and Codetalk provided those skills and more: Codetalk's Mission is to use technological education to transform the lives of women in need. Codetalk achieves this mission of empowering women through technology via an innovative program that teaches women the necessary technical and professional skills to attain jobs in technology. In only 15 weeks, Amalaya learned the skills necessary to start a part-time job as the social media coordinator for the Downtown Women's Center. With this employment opportunity, she was able to increase her income by \$1,100 per month. This part-time employment is a huge step in Amalaya's goal of becoming financially responsible and independent to provide the life she desires for herself and her family.

— Tara Ignont, Imagine LA

**Acknowledging: *PATH Family Solutions Center***

2-1-1 was contacted by a single mother who was receiving services through PATH Family Solutions Center. She explained to the 211 Community Resource Advisor that she was in need of transportation assistance to go to a shelter. She and her child were being placed into a transitional shelter by PATH and she needed a ride to get there. The caller was excited as she shared that she and her child would have a place to stay for the next 90 days. She was relieved to not have to worry about finding a place to stay every night and was hopeful about the housing plan she had created with her workers at PATH. After her stay at the transitional shelter, she would be one step closer to permanent housing.

— Kristina Godinez, 211 LA County

**Acknowledging: *Brilliant Corners Case Managers: Ursula Hill, Chelsie Nicholson, Denise Madrigal, Eduardo Maldonado, Avane Johnson, Gerardo Gomez, Kathy Amador, Paula Ronces***

Thank you for your dedication and hard work in the Breaking Barriers program. Your efforts have assisted over 139 of our clients obtain housing while receiving numerous support efforts. I sincerely appreciate your direct efforts and your dedication to this much needed program.

— Reaver Bingham, Los Angeles County Probation Department

**Acknowledging: *DMH – Jacquelyn Wilcoxon and Gwendolyn Davis***

We are so grateful to our partners at DMH - SPA 5, who have generously dedicated time and expertise to collaborate with the City of Santa Monica staff and first responders. You truly are saving lives. Gwendolyn - there are not enough words to thank you for being there for us!

— Margaret Willis, City of Santa Monica

**Acknowledging: *Libby Boyce, DHS Housing for Health***

Libby Boyce has been a champion for the homeless in Los Angeles County for more than 20 years. She has been at the forefront of programs and collaborations to find ways to engage people in new and innovative strategies to reduce the number of people on the streets. She has inspired many of us to join in the work and personally walked me through my first homeless camp more than 10 years ago. She continues to inspire me today with her leadership and dogged pursuit of housing for people in our community.

— Mike Johnson, JWCH Institute, Inc.

**Acknowledging: *Grooming 4 Success***

Thanks for providing 759 free, high-quality haircuts in 2016 to our beloved, homeless U.S. Veterans who are living on the streets of the world famous Skid Row of Los Angeles California.

— Coach Ron, U.S. Vets Homeless Feeding & Housing Services





**Acknowledging:** *John Olson, Pastor Alena Ukamaka, Churches: United Methodist Monrovia, St. Bede's, Holy Redeemer, La Canada Presbyterian, St James the Less, La Placita, 2nd Baptist, Chef Janie Duncan, Chef Teresa Roco, Chef Ken Yu*

"Passing on the Inspiration"

People have asked how our Foothills Kitchen came to be. Back in early 2014, I met a man named John Olson. I believe John was around 80 at that time. He had started a project about ten years earlier when he was 70. (Most people by that age are relaxing in front of the TV set, but not John.) John had a dream. His dream was to expand a program, nationwide, with various churches all cooperating to help feed the poor.

He created Brothers Helper which was a novel idea at the time. Five days a week, different churches would alternate preparing 60 meals for the poor in downtown L.A., at La Placita (Our Lady Queen of Angels), located across from Olvera Street. That number grew to 400 meals being prepared by each church participating during the week. Monday it was St. Bede's (in La Canada), Tuesday was Holy Redeemer (La Crescenta), Wednesday was La Canada Presbyterian, Thursday was St James the Less (La Crescenta). On Friday and Saturday, La Placita parish in L.A. (where all the food was being taken) also prepared and served the meals.

I knew we had our own homeless in Monrovia and Duarte area. I took the initiative to call all the churches in Monrovia and ask, "What was their church doing for those in need?"

John Olson's inspiration lives on. People are being fed, because he showed us the way we could make it work!

To this date, our Foothills Kitchen has served over 4000 meals! Thank you John for your inspiration!  
— **Carol Daley, Foothills Kitchen Monrovia**

**Acknowledging:** *SHARE Program*

The SHARE program is a housing collaborative that allows individuals from all walks of life to be able to obtain affordable housing and have the necessary support to thrive on their own. Through the SHARE program we were able to give clients an opportunity to have a home without the hassle of affording a deposit or additional bills like utilities. They connect their tenants to mental health support groups and additional support services. Shout out to the SHARE program for giving people in the community a way to reclaim their independence and breaking down housing barriers for those in need.

— **Myieko Clayton, 211 LA County**

**Acknowledging:** *LACPC Members & Leadership*

The LACPC has been a leader in the fight to end homelessness in some of the most difficult of circumstances. Working with all the leadership, agencies and their staff has been a wonderful gift to me and to those we are all called to serve on streets of LA. Partnership makes the dream work! Thanks to everyone for your part in this immense challenge.

— **Herb Smith, The Los Angeles Mission**

## Thank You!

