

Homeless Initiative Quarterly Report No. 8

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

Data for selected strategy metrics is available in Attachment IV.

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

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

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

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

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

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

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

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

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<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p><u>Actual Implementation Dates:</u> Phase I: October 2016 Phase II: May 2017</p>	<ul style="list-style-type: none"> • Multiple County departments have initiated or are considering initiating programs to hire homeless or recently homeless people. <ul style="list-style-type: none"> ○ In October 2017, the CEO approved 50 additional positions to hire temporary employees in this targeted population. ○ DHS, through its Whole Person Care (WPC) Initiative, is considering hiring community workers in this target population. In conjunction with WDACS, DHS has plans to enroll County residents who receive County benefits in a training program to become Certified Nursing Attendants and be eligible to apply for DHS positions. • The Career Development Intern classification was revised to include the homeless population as a qualifying specialty requirement. • DHR conducted a “train the trainer” session with Chrysalis Santa Monica on December 1, 2017. • Utilizing DHR’s TempLA Registry, over the last quarter DHR hired three additional previously homeless individuals, bringing total hires to 16. They are on temporary assignment in the following departments: Children and Family Services (five), Fire (one), Human Resources (two), Mental Health (one), Public Social Services (five), and Public Works (two). • An additional six individuals were recently hired by the TempLA Registry but had not yet started their assignments at the close of the reporting period. This brings the total homeless/housing insecure hired by the County to 22 individuals. 	<ul style="list-style-type: none"> • DHR will continue to expand its network and conduct outreach to Community Based Organizations (CBOs) and Social Enterprise Agencies (SEAs) to promote the County, engage them in partnering with the County, and conduct “train the trainer” sessions.
<p>Countywide Benefits Entitlement Services Teams (CBEST) (H):</p> <p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Actual Implementation Date:</u> April 2017</p>	<ul style="list-style-type: none"> • DHS staff in collaboration with DPSS, Department of Mental Health (DMH) & Inner City Law Center held three, four-day CBEST “boot camps” for contracted staff between October and December 2017. • DHS staff visited each CBEST Community Based location from October-December 2017 along with CBEST clinical and Inner City Law Center teams. • Between October and December 2017, DHS continued to meet with DPSS, LASD, Department of Military and Veterans Affairs (DMVA), Consultation, and Records Retrieval Evaluation Services (CARES) clinical teams, Shelter Partnership and DMH to ensure effective implementation of CBEST. • DHS staff continued to educate both the community and other HI strategy staff (i.e., Strategy E6 Outreach Teams, Strategy D2 Jail In Reach and Whole Person Care (WPC) Reentry Program Staff, E7 and E14 Coordinated Entry System leadership) on CBEST resources for disabled individuals experiencing homelessness. • Completed implementation of CBEST staff at Pitches Detention Center, Twin Towers Correctional Facility and Men’s Central Jail, and Central Regional Detention Facility. • In partnership with DPSS, LA County’s proposal for Housing and Disability Advocacy Program received funding from California Department of Social Services in the amount of \$17,207,833, which is available for use through June 30, 2020. 	<ul style="list-style-type: none"> • January 2018: Implement the new CBEST procedures. • February 2018: Launch Organizational Representative Payee Program. • March 2018: Implement Housing and Disability Advocacy Program (HDAP) funding. • March 2018: Complete Implementation of all Measure H CBEST Components. • June 2018: Complete coordination with Homeless Systems of Care. • September 2018: Complete coordination with Health and Mental Health Agency Systems of Care. • December 2018: Complete coordination with Children’s and TAY Systems of Care.

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

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

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

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

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

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

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

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

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

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

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

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

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

Acronyms

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