



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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August 9, 2016

To: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
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Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Sachi A. Hamai  
Chief Executive Officer

## HOMELESS INITIATIVE QUARTERLY REPORT #2

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 first quarterly report was provided to the Board on May 9, 2016. This is the second HI quarterly report to the Board, which addresses the implementation status of the 47 approved Strategies, as well as the status of additional related Board directives.

### Status Update on HI Strategies

Over 20 percent of the HI Strategies approved by the Board have been fully or partially implemented, and substantial work has been undertaken on almost all of the remaining Strategies. The projected implementation dates for the remaining Strategies range from August, 2016 to June, 2017. The attached chart provides information on the status and next steps of all 47 HI Strategies.

### Board Directives Associated with Approval of HI Strategies

In addition to approving the 47 HI Strategies, the Board approved various related directives. The following are updates on some of those directives:

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

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- **Office of Homelessness** - On June 27, 2016, the Board approved the Final 2016-17 County Budget, which included the establishment of the Office of Homelessness within the CEO, effective July 1, 2016. The Office of Homelessness is dedicated to overseeing, coordinating, and ensuring effective implementation of the 47 HI Strategies approved by the Board, as well as being the County's central point of contact for all on-going efforts related to combatting homelessness in Los Angeles County.
- **Evaluation Plan** – On February 9, 2016, the Board directed the CEO to report back in this second quarterly report on the development of an evaluation plan for the HI Strategies. On July 28, 2016, a draft HI evaluation framework was discussed at the regular meeting of the Homeless Policy Deputies. Rather than have the framework submitted with this quarterly report, the deputies requested an opportunity to provide written comments and then have further discussion at a subsequent meeting. Therefore, the HI evaluation framework will be submitted with the next HI quarterly report in November 2016, along with the subset of HI strategy performance metrics which will be finalized by that time.
- **Potential Sources of On-Going Revenue** – Securing an on-going funding stream to sustain the HI efforts has been a priority for the Board, which approved one-time funding of \$99.7 million to support the initial implementation of the 47 HI Strategies. To sustain the Strategies, the Board directed the CEO to explore options for ongoing revenue, in collaboration with the Board. This Office provided the Board with multiple revenue options (including revenue estimates for each option) and collaborated with a polling research firm and Board deputies on extensive polling regarding the various options. Per the Board's direction, this Office advocated for a State law change to permit the County to seek voter approval of a tax on personal income above \$1 million/year to combat homelessness, and continues to advocate for a gubernatorial declaration of a statewide homeless emergency. Throughout this process, this Office has actively engaged community partners via e-mail and webinars regarding the County's legislative advocacy efforts, status of the County's efforts, and community advocacy opportunities. The pursuit of ongoing revenue remains a critical priority.

### **Response to Item 47-A from the February 9, 2016 Board Meeting**

On February 9, 2016, the Board adopted item 47-A which included eight directives. Responses to all eight directives were previously submitted to the Board based on the due dates specified in the motion. For three of the directives, follow-up responses are included as part of this quarterly report:

- Directive 1: On May 9, 2016, this Office indicated that more information was needed to determine if it would be reasonable to allocate funding based on geographic need for Strategy B7, "Interim/Bridge Housing for Those Exiting Institutions." Our conclusion, which was discussed at two regular meetings of the Homeless Policy Deputies, is that it would not be reasonable to distribute the housing sites geographically since we will need to take advantage of available sites wherever they are located. It would also not be reasonable to distribute the housing slots based on where a homeless person was living before entering the institution from which the person is being discharged. Therefore, the funding for Strategy B7 will not be allocated geographically. The determination as to whether it would be reasonable to geographically allocate funding for all other Homeless Initiative Strategies was submitted to the Board as part of the first quarterly report on May 9, 2016.
- Directive 4: The Chief Information Office (CIO) is evaluating available social media platforms which could be utilized for advocacy by interested community members to support the siting and development of affordable and permanent supportive housing in their neighborhoods. Further discussions are being scheduled with candidate platforms to explore how they could be used to promote outreach and advocacy. Recommendations will be incorporated into the next HI quarterly report to the Board on November 9, 2016.
- Directive 6: On June 9, 2016, this Office reported to the Board on a "Capacity Building Initiative to Support Cities to Achieve the Outcomes Sought in the Homeless Initiative," and indicated that a follow-up response would be provided as part of this quarterly report. The HI continues to outreach to the cities and conduct focused work with a subset of interested cities and Councils of Governments (COGs) to maximize city participation in the following areas:
  - Contributing city funding toward the cost of rapid re-housing for homeless city residents;
  - Dedicating federal housing subsidies to permanent supportive housing for chronically homeless individuals;
  - Ensuring that law enforcement and other first responders effectively engage homeless families and individuals; and
  - Using land use policy to maximize the availability of homeless and affordable housing.

To date, fifteen cities are collaborating with the County on one or more strategies: Carson, Downey, Glendale, Inglewood, Long Beach, Los Angeles, Montebello, Pasadena, Pomona, Redondo Beach, San Gabriel, Santa Monica, South Gate, West Covina and West Hollywood. Additionally, COG responses to the HI's outreach efforts have been positive thus far, and meetings have taken place with the Gateway Cities, San Gabriel Valley, and Southbay Cities COGs.

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Moving forward, the HI will continue to collaborate with interested cities and COGs, and will seek to leverage lessons learned and successful outcomes from these current partnerships to engage and encourage additional cities and COGs to partner in the effort to combat homelessness.

## Conclusion

This Office, along with County departments, will continue to work on implementing the Board-approved HI Strategies by engaging and working with federal, state, and local jurisdictions, community stakeholders, and private partners. In addition, this Office will continue to look at new and effective Strategies to combat homelessness in Los Angeles County.

The next HI quarterly report will be submitted on November 9, 2016. 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

## Attachment

c:	Executive Office, Board of Supervisors	Fire Department
	County Counsel	Health Services
	District Attorney	LAHSA
	Sheriff	Mental Health
	Alternate Public Defender	Military and Veterans Affairs
	Animal Care and Control	Parks and Recreation
	Arts Commission	Probation
	Beaches and Harbors	Public Library
	Child Support Services	Public Health
	Children and Family Services	Public Social Services
	Community and Senior Services	Public Works
	Community Development Commission	Regional Planning
	Consumer and Business Affairs	Superior Court

## Homeless Initiative Quarterly Report No. 2 – As of July 15, 2016

### Status of Strategies to Combat Homelessness

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>PREVENT HOMELESSNESS</b>		
<p>A1: Homeless Prevention Program for Families</p> <p><u>Implementation Dates:</u></p> <p>Actual – May 9, 2016 (Phase I)</p> <p>Target – November 1, 2016 (Phase 2)</p>	<p>Phase 1 was implemented a month ahead of schedule and includes the following components:</p> <ul style="list-style-type: none"> <li>• CalWORKs referrals to the eight Family Solution Centers (FSCs) for families at-risk of homelessness but ineligible for CalWORKs homeless prevention services.</li> <li>• A new screening triage tool (Prevention SPDAT) to assess at-risk families referred for prevention services.</li> <li>• Increased CalWORKs Emergency Assistance to Prevent Eviction lifetime limit from \$2,000 to \$3,000 for eligible families.</li> <li>• Increased the CalWORKs Rental Assistance limit from four to eight months for WtW families who are enrolled in Family Stabilization and therefore eligible to the longer time limit.</li> </ul> <p>Phase 2 components on track to be implemented include:</p> <ul style="list-style-type: none"> <li>• Legal services to prevent families from being evicted and to increase the safety of at-risk families fleeing violence;</li> <li>• Additional FSC case managers in order to assist more at-risk families;</li> <li>• Additional funding to support various types of direct housing assistance customized to each family's needs; and</li> <li>• Strengthening current protocols to identify and serve at-risk families fleeing violence.</li> </ul> <p>From December 2015 to June 30, 2016, LAHSA has provided homeless prevention services to a total of 200 families. These include families referred from CalWORKs District offices since May 9, 2016.</p>	<ul style="list-style-type: none"> <li>• Finalize performance measurement plans for Phases 1 and 2.</li> <li>• Finalize contract amendment language, budget, and performance targets for prevention services to be provided by LAHSA and the eight FSCs.</li> <li>• LAHSA to finalize contract with legal service providers to assist families facing eviction.</li> </ul>
<p>A2: Discharge Planning Guidelines</p> <p><u>Target Implementation Date:</u> February 2017</p>	<p>The Homeless Initiative (HI) Strategy A2 workgroup has compiled current discharge policies from County agencies to identify "best practices" that could be included in a standard discharge policies document. Agencies will be able to build off and expand this standard discharge policies document to meet the specialized needs of the clients they serve. Although the workgroup is planning to engage community partners in the near future, the workgroup lead has already engaged and had talks with the Hospital Association of Southern California.</p>	<p>The workgroup will conduct research to find out if there are any laws/regulations relevant to the development of "best practice guidelines".</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Implementation Dates:</u> HACLA Actual – March 18, 2016</p> <p>HACoLA - Target TBD</p>	<p>Since March 18, 2016, LASD has referred ten individuals to the HACLA administered program. In July, the Probation Department provided a survey for clients at HR360 to identify clients who could potentially benefit from this strategy. Probation developed a training curriculum for Deputy Probation Officers (DPO) to ensure that they are aware of the Program, including the applicable eligibility criteria.</p> <p>HACoLA does not have a projected implementation date at this time; however, HACoLA continues to conduct research on other Housing Authorities across the nation who have implemented pilot re-entry programs to determine the feasibility of implementing a similar program.</p>	<ul style="list-style-type: none"> <li>• HACoLA will continue to evaluate the feasibility of implementing HI Strategy A3 and projects that the evaluation will be completed by November 2016. The evaluation process includes conducting another meeting with the Housing Authority of the City of Los Angeles to evaluate the current state of HACLA's pilot program. If it is feasible for HACoLA to implement this Strategy, policy changes will be required and those changes will need to be shared with HUD. HACoLA will need to inform the Board of Supervisors about the changes and its plan to inform HUD of the changes. Therefore, an implementation date cannot be identified at this time.</li> <li>• Continue surveying HR360 clients.</li> <li>• Training for Probation DPOs will begin in August 2016.</li> </ul>
<p>A4: Foster Care Discharges</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Preliminary implementation meetings were held with both County Department collaborators and community volunteers. During this meeting, the scope of the various components/deliverables was discussed. Based on the ten components/deliverables of HI Strategy A4, five subgroups were created, with each subgroup responsible for developing an implementation plan for its deliverables. Subgroup meetings are scheduled to begin in late July 2016.</p>	<ul style="list-style-type: none"> <li>• Each of the five subgroups will meet to coordinate implementation of the various components.</li> <li>• Final performance metrics to be determined.</li> </ul>
<b>SUBSIDIZED HOUSING</b>		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Implementation Dates:</u> Actual - June 30, 2016 (Phase 1)</p> <p>Phase 2 - Target TBD</p>	<p>DHS and DPSS convened the collaborating agencies and community volunteers to discuss implementation of HI Strategy B1 and obtain feedback. Performance metrics were finalized.</p> <p>Phase 1 expanded the GR Housing Subsidies to the Wilshire Special and San Gabriel Valley GR District offices. Expansion to the remaining five GR District offices will be completed by December 2016. Housing subsidies are being targeted to homeless disabled persons with strong SSI applications.</p> <p>DPSS and DHS continue to work together to: (1) finalize the screening and referral process to identify homeless GR SSI applicants who need more intensive supportive services, case management and/or long-term housing subsidies; and (2) establish a referral process from County departments/community agencies other than DHS or DPSS. This could include DMH, DCFS, Probation, LAHSA or community-based organizations that identify a homeless individual who has applied for or is in the process of applying for SSI.</p>	<ul style="list-style-type: none"> <li>• Confirm documentation staff needs to process claims for AB 109 and SB 678 reimbursement.</li> <li>• Expand implementation of housing subsidies to the five remaining GR Districts for homeless disabled individuals pursuing SSI.</li> <li>• Develop a screening and referral process to identify homeless GR SSI applicants needing more intensive supportive services, case management, and/or long-term housing subsidies.</li> <li>• Develop a process for coordinating/integrating this strategy with HI Strategy C4, Countywide SSI Advocacy Program, as Strategy C4 will provide a significant referral source once it is implemented.</li> <li>• Develop process for city collaboration.</li> <li>• Develop process for referrals from other County departments.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B2: Expand Interim Assistance Reimbursement (IAR) to Additional County Departments and Los Angeles Homeless Services Authority</p> <p><u>Target Implementation Date:</u> November 2016</p>	<p>Social Security Administration and California Department of Social Services (CDSS) have confirmed process for expanding Interim Assistance Reimbursement (IAR) to the Department of Health Services and the Los Angeles Homeless Services Authority. Meeting with LAHSA and County department stakeholders is being scheduled for late August/early September.</p>	<ul style="list-style-type: none"> <li>• Upcoming meeting with collaborating departments to share CDSS guidelines for expanding IAR and discuss existing process for IAR collection by DPSS.</li> <li>• Process for reimbursement of IAR will be developed for LAHSA and DHS.</li> <li>• MOU with CDSS will be amended to expand to additional departments.</li> <li>• MOU between DMH/DPSS and DHS/LAHSA will be developed for collection of IAR on behalf of DHS and LAHSA.</li> </ul>
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Implementation Dates:</u></p> <p>Actual for Adults – June 30, 2016</p> <p>Target for Families and TAY - October 2016</p>	<ul style="list-style-type: none"> <li>• Finalized B3 Operational Plan with input from DHS, LAHSA and Community Development Commission staff.</li> <li>• LAHSA RFP released on May 19, 2016 to allocate funding for rapid re-housing to families and transition age youth (TAY).</li> <li>• On May 31, 2016, County met with all cities who signed an “expression of interest” form regarding this strategy.</li> <li>• The City of Pasadena has allocated funding and is working on an agreement with their City Attorney to be used to transfer their funding to the DHS rapid re-housing program for adults, the Housing and Jobs Collaborative (HJC).</li> <li>• The City of West Hollywood received approval from its City Council to allocate funding and begin the process of drafting an agreement to be used to transfer its funding to the DHS rapid re-housing program.</li> <li>• DHS staff has reached out to the cities of Long Beach, Pomona and Inglewood to provide further clarification on the rapid re-housing program.</li> </ul>	<p>DHS and LAHSA are scheduled to discuss the Rapid Re-housing program with Santa Monica.</p> <p><u>DHS/Housing and Jobs Collaborative (homeless adults):</u></p> <ul style="list-style-type: none"> <li>• DHS staff will continue to actively work with those cities which are working on rapid re-housing agreements so that those agreements can be implemented as soon as possible.</li> <li>• DHS staff will continue working with all cities that have an active interest in allocating funding to rapid re-housing for adults.</li> </ul> <p><u>LAHSA/Rapid Re-housing (homeless families and youth):</u></p> <ul style="list-style-type: none"> <li>• LAHSA will approach the cities of Pasadena and West Hollywood and other potentially interested cities to discuss the possibility of partnering with the County and transferring city funds to LAHSA’s rapid re-housing program for TAY and families.</li> </ul>

<b>Strategy</b> <u>Implementation Date</u> (Actual or Target)	<b>Status</b>	<b>Next Steps</b>
<b>B4: Facilitate Utilization of Federal Housing Subsidies</b>  <u>Actual Implementation Date:</u> May 18, 2016	<ul style="list-style-type: none"> <li>• Implemented procedures for collaboration with LAHSA/PATH to provide move-in assistance to homeless families.</li> <li>• Completed branding of the Homeless Incentive Program (HIP) and developed all necessary marketing materials, forms and the vacancy payment agreement.</li> <li>• Developed a database specific to HIP using the Veteran Incentive program as a model. The database houses the list of available units under a vacant unit agreement and facilitates the interaction between PATH, LAHSA, and HACoLA.</li> <li>• HACoLA conducted the first "HouseLA" event co-sponsored by community organizations and the 3rd Supervisorial District.</li> <li>• Since the program went live on HACoLA's website, the HIP webpages have been viewed by the public an average of 75 times per day.</li> </ul>	The next HouseLA event is scheduled to take place in the 1st Supervisorial District on August 5, 2016.
<b>B5: Expand General Relief Housing Subsidies</b>  <u>Target Implementation Date:</u> July 2017	Implementation contingent on Mandatory Substance Use Disorder Recovery Program (MSUDRP) realizing cost savings to support GR Housing Subsidy expansion.  Performance metrics will be defined upon implementation.	<ul style="list-style-type: none"> <li>• Continued monitoring savings from the Mandatory Substance Use Disorder Recovery Program</li> <li>• Engage community volunteers and collaborating agencies to inform them of implementation plans once funding is identified to implement this strategy.</li> <li>•</li> </ul>
<b>B6: Family Reunification Housing Subsidy</b>  <u>Target Implementation Date:</u> December 2016	Lead departments conducted ongoing meetings and conference calls with CDC, LAHSA, DCFS research section, DCFS Budgets, and 211 LA County to prepare for December 2016 implementation. Highlights of work completed thus far include: <ul style="list-style-type: none"> <li>• Conducting evaluation of Families Coming Home Together project; and</li> <li>• Development of performance metrics.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue meetings with necessary County departments to finalize steps to implement this Strategy.</li> <li>• Further consider the use of 211 services to implement this Strategy.</li> </ul>
<b>B7: Bridge Housing for Individuals Exiting Institutions</b>  <u>Implementation Dates:</u>  Actual - June 30, 2016 (Phase I)  Target – October 2016 (Phase 2)	Planning meetings/conference calls were convened, and continue to be convened, with various agencies: LAHSA, CEO, DHS, DMH, DPSS, DPH, CDC, Probation, Los Angeles City Attorney, and LASD.  As of July 1, 2016, 32 Bridge Housing beds, which were former transitional housing beds, were funded for individuals exiting jail or involved in the justice system. LAHSA's CES RFP included HI and AB109 funds to increase Bridge Housing effective October 1, 2016.  DHS has identified approximately 100 beds to be utilized for interim housing for the AB109 and SB678 populations.  Community volunteers will be engaged in the near future to discuss eligibility and verification guidelines for the program participants.	<ul style="list-style-type: none"> <li>• LAHSA is preparing to review Bridge Housing proposals submitted in response to the CES RFP &amp; the Strategy workgroup has been invited to be part of the review process.</li> <li>• LAHSA will schedule a meeting with healthcare stakeholders and with community volunteers.</li> <li>• DHS will develop agreements with interim housing providers to implement beds for homeless individuals who meet the AB109 and SB678 eligibility criteria.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p> <p>Actual Implementation Date: June 30, 2016</p>	<p>This program has been implemented. HACoLA has: 1) finalized a MOU with LAHSA to provide homeless referrals utilizing the Coordinated Entry System (CES) to prioritize the admission of the chronically homeless; and 2) completed a workflow that illustrates the referral process between LAHSA and HACoLA, and the eligibility determination process.</p>	<p>HACoLA will schedule a subsequent meeting with LAHSA, Department of Mental Health, and Department of Public Social Services to discuss the new referral process that was developed based on community organization feedback.</p>
<b>INCREASE INCOME</b>		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p>Target Implementation Date: November 2016</p>	<p>In May 2016, met with community volunteers and collaborating agencies to obtain feedback on the implementation plan.</p> <p>Performance metrics were determined and a Request for Proposals was released by South Bay Workforce Investment Board (SBWIB) on July 5, 2016. The RFP seeks proposals for the following services to address the specific needs of homeless families:</p> <ul style="list-style-type: none"> <li>• Enroll homeless participants in an eight month subsidized employment activity such as: On-the-Job-Training (OJT), Paid Work Experience, or Classroom Training;</li> <li>• Provide job preparedness activities to homeless participants;</li> <li>• Provide ongoing case management and develop a customized plan that addresses the employment barriers they face;</li> <li>• Provide ongoing support during a family's transition to full-time employment;</li> <li>• Proactively mitigate issues that may arise in the workplace; and</li> <li>• Follow-up with families after placement in unsubsidized employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate proposals received on July 25, 2016.</li> <li>• Negotiate contracts with selected bidders.</li> </ul>
<p>C2: Increase Employment for Homeless Adults by Supporting Social Enterprises</p> <p>Target Implementation Dates: August 2016 – Phase 1 November 2016 - Phase 2 January 2017- Phase 3</p>	<p>Continued collaboration with the Department of Consumer and Business Affairs (DCBA) as co-lead with the CEO on this Strategy. Phase 1 will include: 1) County adoption of the Social Enterprise Preference Program to provide preference to Social Enterprise entities during the procurement process; 2) the creation of a comprehensive inventory of services provided by Social Enterprise in LA County; and 3) collaboration with cities to adopt a similar Social Enterprise Preference Program Ordinance.</p> <p>Pending input from County Counsel, Phase 2 will include: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Development of a Request for Statement of Qualifications to support the creation of Alternative Staffing Organizations (ASOs) and 3) Designating ASO's as preferred temp agency for County departments, contractors and sub-contractors.</p> <p>Phase 3 will include leveraging the DPSS Transitional Subsidized employment program to place program participants with ASOs operated by Social Enterprise.</p>	<ul style="list-style-type: none"> <li>• Explore technical assistance opportunities with experts in the Social Enterprise arena.</li> <li>• Continue to work with DCBA on Social Enterprise Certification Program.</li> <li>• Share adopted Social Enterprise Preference Program with cities interested in collaborating.</li> <li>• Identify procurement process for ASOs.</li> <li>• Continue to collaborate with County Counsel on feasibility and mechanism for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County departments, contractors and subcontractors.</li> </ul>

<b>Strategy</b> <b>Implementation Date</b> <b>(Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless or Recently Homeless People to Increase Access to County Jobs</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>Strategy leads met with community volunteers, representatives from homeless service provider agencies, legal advocates, and community-based and faith-based organizations to discuss potential opportunities for expanding targeted recruitment and the hiring process for homeless/recently homeless individuals. As an initial step, training is being provided to Social Enterprise agencies to demystify the County's hiring process.</p>	<ul style="list-style-type: none"> <li>• Coordinate training for additional Social Enterprise and Homeless Service Provider agencies.</li> <li>• Finalize performance metrics.</li> <li>• Identify entry-level positions for homeless/formerly homeless.</li> <li>• Explore feasibility of targeted examinations for homeless/formerly homeless similar to GAIN/GROW examinations.</li> </ul>
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness</p> <p><u>Target Implementation Date:</u> December 2016</p>	<p>Ongoing collaboration with leads for HI Strategies C5 and C6 as procurement process for HI Strategies C4, C5 and C6 will be joined. Strategy leads conducted site visit on May 6, 2016 with DPSS staff to discuss process for SSI Advocacy program transition to DHS contractors. A planning meeting with Department of Military and Veterans Affairs (DMVA) to integrate HI Strategy C5 with HI Strategies C4 and C6 was held on May 18, 2016. A planning meeting was held with Los Angeles Sheriff's Department (LASD) and DHS' Office of Diversion and Reentry (ODR) staff to integrate HI Strategy C6 into the proposed RFP for HI Strategy C4.</p> <p>Leads for HI Strategies C4, C5 and C6 held a call with all community volunteers and County department collaborators to discuss joint solicitation and implementation planning. Feedback was provided. Additionally, coordinated a joint presentation on the coordination of HI Strategies C4, C5 and C6 at the DMH Housing Institute.</p> <p>Each impacted department is currently having the draft RFP reviewed in accordance with each department's internal review process.</p>	<ul style="list-style-type: none"> <li>• Ongoing monthly meetings scheduled with DPSS, DMVA and LASD to discuss HI Strategy C4/C5/C6 program development.</li> <li>• Ongoing monthly meetings scheduled with DPSS to create a process to move the existing SSI Advocacy program from DPSS to DHS and newly-contracted agencies.</li> <li>• Issue solicitation by August 31, 2016.</li> <li>• Complete procurement process and award contract.</li> <li>• Finalize Performance Metrics.</li> </ul>
<p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Ongoing collaboration with leads for HI Strategies C4 and C6 as procurement process for HI Strategies C4, C5 and C6 will be joined. Various meetings with County department collaborators and community volunteers to obtain input on scope of work that will be done by Veterans Benefits Outreach Specialist who will join County SSI Benefits outreach teams being developed under HI Strategies C4 and C6.</p> <p>Additionally, leads for HI Strategies C4, C5 and C6 held a call with all community volunteers and County department collaborators to discuss joint solicitation and implementation planning. Feedback was provided. Performance metrics were finalized and training requirements identified. Each impacted department is currently reviewing the draft RFP in accordance with each department's internal review process.</p> <p>Organized a joint presentation on the coordination of HI Strategies C4, C5 and C6 at the DMH Housing Institute.</p>	<ul style="list-style-type: none"> <li>• Ongoing monthly meetings scheduled between DHS, DMVA and LASD to discuss HI Strategy C4/C5/C6 program development.</li> <li>• Update to community volunteers and County department collaborators held on July 22, 2016.</li> <li>• Issue solicitation by August 31, 2016.</li> <li>• Complete procurement process and award contract.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Ongoing collaboration with leads for HI Strategies C5 and C6 as procurement process for HI Strategies C4, C5 and C6 will be joined. Strategy leads conducted site visit on May 6, 2016 with DPSS staff to discuss process for SSI Advocacy program transition to DHS contractors. A planning meeting with Department of Military and Veterans Affairs (DMVA) to integrate HI Strategy C5 with HI Strategies C4 and C6 was held on May 18, 2016. A planning meeting was held with LASD and DHS' ODR staff to integrate HI Strategy C6 into the proposed RFP for HI Strategy C4.</p> <p>Leads for HI Strategies C4, C5 and C6 held a call with all community volunteers and County department collaborators to discuss joint solicitation and implementations planning. Feedback was provided. Additionally, coordinated a joint presentation on the coordination of HI Strategies C4, C5 and C6 at the DMH Housing Institute.</p> <p>Each impacted department is currently having the draft RFP reviewed in accordance with each department's internal review process.</p>	<ul style="list-style-type: none"> <li>• Ongoing monthly meetings scheduled between DHS, DMVA and LASD to discuss HI Strategy C4/C5/C6 program development.</li> <li>• Issue solicitation by August 31, 2016.</li> <li>• Complete procurement process and award contract.</li> <li>• Finalize Performance Metrics.</li> </ul>
<b>PROVIDE CASE MANAGEMENT AND SERVICES</b>		
<p>D1: Model Employment Retention Support Program</p> <p><u>Target Implementation Dates:</u> January 2017 for Phase I July 2017 for Phase 2</p>	<p>This Strategy will be implemented in two phases. Phase 1 involves strengthening existing job retention services and partnerships. As part of Phase 1, DPSS will: 1) promote current Post-Employment Services (PES), including expanded PES to Greater Avenues for Independence (GAIN) and Refugee Employment Program (REP) homeless population; 2) enhance the Post-Employment Services information provided to homeless participants at the Homeless Family Solutions Centers; and 3) identify homeless Transitional Subsidized Employment (TSE) participants and refer them to the local America's Job Centers of California (AJCC) to enroll in Workforce Innovation and Opportunity Act (WIOA) so that they can receive existing job retention services through WIOA, including assistance with paying bills, car repairs, transportation, etc.</p> <p>Phase 2 includes the implementation of new job retention services and partnerships, such as: 1) development of a computer application that will provide online case management, coaching and appointment reminders; 2) enhanced employment models within DMH and DPH; 3) enrollment of participants in WIOA funded programs to track employment retention; and 4) development of an inventory of best practices for employment retention to incorporate into existing models.</p> <p>In developing the above Program model, HI Strategy leads met with collaborating department staff, community volunteers and Project 180, a community-based organization, to identify best practices in employment retention.</p>	<ul style="list-style-type: none"> <li>• Research and identify potential submission of Productivity Investment Fund (PIF) grant for application development for case management.</li> <li>• DPSS will work with LAHSA to enhance the GAIN Post-Employment Services information being provided at all Homeless Family Solutions Centers.</li> <li>• DPSS and CSS will develop a process to identify and refer homeless Transitional Subsidized Employment (TSE) participants to enroll in WIOA so they can receive job retention services through WIOA.</li> </ul>

<b>Strategy</b> <u>Implementation Date</u> (Actual or Target)	<b>Status</b>	<b>Next Steps</b>
D2: Expansion of Jail in Reach  <u>Target Implementation Date:</u> October 2016	<p>A budget request was submitted by DHS and approved by the Board as part of the Final Changes to the FY 2016-2017 budget, for four temporary social worker positions for this project, to be teamed with four existing LASD Custody Assistant items who will be backfilled with overtime, and funds for contracted community based organizations to provide in-reach (all partner agencies agreed on the above use of the D2 budget). This funding request was approved by the Board as part of Final Changes.</p> <p>An all-partner planning call was held on May 24, 2016 with representation from DHS, LASD, Probation, DMH, DPSS, LAHSA, HAcOLA, and community members. An agreement was reached with all partners to use the DHS Supportive Housing Services master agreement list to identify and contract with a provider(s) for the Intensive Case Management Services (ICMS) for this Strategy.</p>	<ul style="list-style-type: none"> <li>• Recruitment and hiring of Clinical Social Workers (DHS) and identification/backfill of Custody Assistants (LASD).</li> <li>• Selection of contracting agencies from DHS Supportive Housing Services master agreement list, establishment/augmentation of agreements, and contractor recruitment/hiring of staff.</li> </ul>
D3: Supportive Service Standards for Subsidized Housing  <u>Target Implementation Date:</u> October 2016	<p>LAHSA has budgeted a new staff position to research and drive improvements to the breadth and quality of supportive services in homeless programs.</p>	<ul style="list-style-type: none"> <li>• Hire Quality Standards Development Analyst.</li> <li>• Develop countywide definition of supportive services.</li> <li>• Develop quality standards for supportive services.</li> </ul>
D4: Regional Integrated Re-entry Networks – Homeless Focus  <u>Target Implementation Date:</u> February 2017	<p>A presentation of Reentry Health Network workgroup recommendations was provided to the LA Regional Reentry Partnership (LARRP) on May 12, 2016, with discussion/feedback.</p> <p>A grant proposal was submitted to LA Care’s Community Health Investment Fund (CHIF) for one year of funding for a full time Reentry Health Network Coordinator to work on start-up, development, and implementation of the network.</p> <p>Aside from the presentation to LARRP, the community volunteers have not yet been formally engaged.</p>	<ul style="list-style-type: none"> <li>• Develop implementation plan, including identification of initial participating clinic(s).</li> <li>• The workgroup will continue to discuss the possibility of conducting a solicitation process to hire an agency(ies) to provide specialized homeless services to the homeless re-entry population.</li> </ul>
D5 - Support for Homeless Case Managers  <u>Target Implementation Date:</u> January 2017	<p>The CEO and LAHSA convened two meetings with the County departments on May 24 and June 21 to establish a mutual understanding of the Strategy and develop project milestones. An assessment was completed to define the parameters of the homeless challenge within the departments, identify key areas where the departments can improve coordination, and to assess available resources and opportunities to better help homeless families and individuals connect to a case manager. A Planning Guide was also developed and is being completed by the departments to identify which components of the strategy they will implement and to develop protocols for each such component.</p>	<ul style="list-style-type: none"> <li>• In early August, LAHSA and CEO will work with each County department to identify the goals that the department will implement and technical assistance needs, and to assist in developing protocols and implementation.</li> <li>• On August 16, partnering County departments and LAHSA will meet to discuss departments’ responses to the Planning Guides, draft protocols and potential performance indicators.</li> <li>• In September and October, community volunteers and stakeholders will review and provide feedback on the departments’ draft protocols.</li> </ul>

<b>Strategy</b> <b>Implementation Date</b> <b>(Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
D6: Criminal Record Clearing Project  <u>Target Implementation Date:</u> January 2017	<p>To facilitate the clearance of criminal records, the Public Defender's (PD) office continues to work internally and with partners, e.g., presiding judges of alternative/collaborative courts, Office of Diversion and Reentry.</p> <p>PD's IT department, with support from ISD, has refined its "mobile office" so that the PD now has access to both the Superior Court and the PD's databank to identify cases eligible for expungement and other relief. PD can also prepare petitions on site or make referrals to attorneys at various PD branches.</p> <p>This work in support of criminal record clearance will be the foundation for the planning for implementation of this strategy which will commence in August-September.</p>	Engage community volunteers in the development of this strategy.
<b>CREATE A COORDINATED SYSTEM</b>		
E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits  <u>Target Implementation Date:</u> October 2016	<p>Conversations on potential opportunities for the federal government to streamline the SSI and Veterans Benefits application and approval processes have been held with the United States Interagency Council on Homelessness (USICH), Substance Abuse and Mental Health Services Administration (SAMHSA), SSI/SSDI Outreach, Access, and Recovery (SOAR) Team, the Social Security Administration (SSA) and the Veterans' Administration (VA). Meeting with County department collaborators and community volunteers will be held on August 25, 2016.</p>	<ul style="list-style-type: none"> <li>• Meeting with collaborating departments and volunteer community stakeholders scheduled for August 2016.</li> <li>• Focus areas for streamlining of SSI and Veterans Benefits application and approval processes to be identified.</li> </ul>
E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services  <u>Target Implementation Date:</u> July 2017	<p>Between April 16 and July 15, 2016, the Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC) continued to engage in a range of planning and preparation activities for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115 waiver. On May 3, 2016, DPH-SAPC received additional questions from the California Department of Health Care Services (DHCS) and the Federal Centers for Medicare and Medicaid Services (CMS) regarding the County Implementation Plan. DPH-SAPC responded to these questions on June 22, 2016, and is currently awaiting final approval from DHCS and CMS.</p> <p>DPH-SAPC initiated consultant services with Health Management Associates on June 6, 2016, a health care and policy consulting firm, to assist with the design and operationalization of two critical, newly available DMC-ODS benefits: recovery support services and case management/care coordination.</p> <p>DPH-SAPC determined a need to hire additional staff in order to perform the activities required for participating in the DMC-ODS waiver pilot. Specifically, DPH-SAPC required additional clinical, research, and clerical staff to perform waiver-required quality improvement and utilization management activities. On June 21, 2016, DPH-SAPC received approval from the Board of Supervisors for 49 additional positions.</p>	<ul style="list-style-type: none"> <li>• DPH-SAPC will finalize the DMC-ODS implementation plan approval process with DHCS and CMS.</li> <li>• DPH-SAPC will submit for DHCS approval an attendant DMC-ODS fiscal plan to establish new provider payment rates.</li> <li>• The Board of Supervisors must execute a contract with DHCS to deliver DMC-ODS services.</li> <li>• CMS must approve the executed State-County contract pertaining to DMC-ODS services.</li> <li>• DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS.</li> <li>• DPH-SAPC will hold an Integration of Care stakeholder meeting at the California Endowment in Downtown Los Angeles on October 12, 2016. This meeting will be attended by Strategy E2 collaborating departments and agencies.</li> </ul>

<b>Strategy Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p><b>Milestones Achieved:</b></p> <ul style="list-style-type: none"> <li>• DPH-SAPC continues to work with DHCS and CMS to finalize the County Implementation Plan. It is anticipated that final approval for the Implementation Plan will be received by September 2016 and DPH-SAPC continues to develop its proposed rates.</li> <li>• All proposals, protocols, and forms developed through DPH-SAPC's DMC-ODS stakeholder workgroups will be included in a new provider manual, which will inform the contractor network of contract language and service expectations under the DMC-ODS waiver. During the current reporting period, DPH-SAPC drafted additional service descriptions for its provider manual for the following delivery system components: <ul style="list-style-type: none"> <li>• Residential services;</li> <li>• Withdrawal management; and</li> <li>• Recovery support services.</li> </ul> </li> <li>• For utilization management program activities, DPH-SAPC has also developed a range of required documentation forms, including a patient triage assessment tool, a full patient assessment to determine placement in an appropriate level of care, authorization requests, and grievance and appeals procedures.</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> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot award from the California Department of Health Care Services)</p>	<p><u>Action 1</u> – Cross-Agency work is underway to share data across County agencies – e.g. through the Comprehensive Enterprise Data &amp; Analytics Repository (CEDAR). There are additional efforts planned through the Whole Person Care (WPC) pilot to create increased identity matching through the Countywide Master Data Management platform. In addition, the LANES Health Information Exchange is progressing towards implementation in the coming year. One key feature of LANES will be the ability to obtain real-time data feeds on admissions to DHS and other community hospitals and emergency departments.</p> <p><u>Actions 2 &amp; 4</u> – Coordinated efforts are in place to identify individual needs of homeless individuals and link them to services. Housing for Health &amp; the Star Clinic are leading efforts to engage, case manage and link homeless individuals in Metro LA to health services at the Star Clinic. The C3 program is a strong example of this effort and Whole Person Care (WPC) will help to augment these efforts. If funded, WPC will greatly expand capacity to serve individuals who are homeless. WPC cannot pay for housing or housing subsidies directly, but would expand outreach (street teams), benefits advocacy (e.g. SSI/SSDI), and care management support to homeless individuals through tenancy support services and the expansion of recuperative care beds.</p> <p><u>Action 3</u> – We continue to enroll qualified homeless individuals in Medi-Cal and work to navigate individuals to primary health care. The WPC Pilot and the Health Homes opportunities will</p>	<ul style="list-style-type: none"> <li>• Action 1 – If WPC is funded, the pilot will bring more community-based partners into the data integration effort. In the interim, we will continue with Health Agency level data integration efforts.</li> <li>• Actions 2 &amp; 4 – The WPC proposal includes a large emphasis on individuals who are homeless. If funded, WPC will support/accelerate identification/health-related screening and linkages to needed services as homeless individuals come through many “doors”. It will also support development and augmentation of field-based case management services, and outreach and engagement infrastructure for homeless individuals, particularly those with multiple, chronic physical and behavioral health issues.</li> <li>• Action 3 – The Social and Behavioral Determinants Workgroup will consider approaches to screening and addressing health literacy. The workgroup meets monthly, and has representation from across the Health Agency.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>enhance our ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. Additionally, we formed a cross-agency social and behavioral determinants workgroup that will focus on health screening, health literacy, and navigation to resources.</p> <p><b>Milestone Achieved:</b></p> <ul style="list-style-type: none"> <li>• A proposal for WPC was submitted to the State on July 1, 2016.</li> </ul>	
<p>E4: First Responders Training</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>The initial meeting of the E4 workgroup was convened on March 17, 2016 and nine additional meetings have been convened to date. Representatives from LASD, LAHSA, CEO, County Fire Department, and outside law enforcement agencies have participated in work group meetings.</p> <p>LASD's Countywide Services Division has completed the First Responder training and curriculum framework; LAHSA has committed to assist with classroom instruction.</p>	<ul style="list-style-type: none"> <li>• Identify benchmark for number of personnel to be trained in first six to 12 months of training.</li> <li>• Develop training classes schedule.</li> <li>• A meeting with the LAHSA Homeless Advisory Group (HAG) is scheduled for August 2, 2016.</li> <li>• A public forum is scheduled for August 24, 2016 to encourage public input in developing policies and procedures for law enforcement interaction with homeless individuals.</li> </ul>
<p>E5: Decriminalization Policy</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>LASD has completed a draft Decriminalization Policy and Training Bulletin. The Bulletin provides detailed training information for first responders on the street. Contact has been made with the President and Vice President of the Los Angeles County Chiefs of Police Association to advise them of the Decriminalization Policy.</p>	<p>A Public Forum has been scheduled for August 24, 2016 at 5:00 pm at the Hall of Justice Media Room, to encourage public input in developing policies and procedures for interacting with homeless individuals.</p>
<p>E6: Countywide Outreach System</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>A framework was developed for this strategy which includes: (1) a hotline for outreach requests and to serve as the central point for macro-coordination that will be administered by LAHSA; and (2) Regional Outreach Coordinators who will reside in each Service Planning Area (SPA) to accept requests for outreach and coordinate a response (through the CES lead agencies). LAHSA released the CES RFP on May 19<sup>th</sup> and it includes funding for the eight Regional Outreach Coordinators.</p> <p>Staffing for integrated outreach teams is still under discussion with department leads.</p> <p>Metrics will be developed and standardized to track requests for assistance and outcome of assistance such as linkage to requested services and housing placements.</p>	<ul style="list-style-type: none"> <li>• A workgroup meeting will be convened on August 1, 2016 with community partners to receive feedback on best practices, intake procedures, metrics and outcomes, and other issues.</li> <li>• Contracts for regional outreach coordinators will take effect on October 1, 2016.</li> </ul>
<p>E7 - Strengthen the Coordinated Entry System</p> <p><u>Target Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> <li>• On May 12: LAHSA convened a Strategy committee meeting with the County and Los Angeles City Departments and community agencies to provide an overview of the current CES systems and future Request for Proposals for the CES and HMIS. Will also engage the Committee to develop an assessment of the current coordinated entry systems and identify areas that can be strengthened.</li> </ul>	<p>In August, LAHSA will submit a detailed assessment and a recommended plan to: (1) Strengthen the CES systems for adults, families and youth; (2) train the CES staff; and (3) enhance the HMIS system to address both current and future needs.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> <li>On May 19: LAHSA released RFPs to strengthen the Coordinated Entry System within each Service Planning Area (including the network of housing locators) and enhance the HMIS.</li> <li>On July 8, LAHSA and United Way met with the providers from CES, HFSS and Youth systems to discuss alignment and integration of the three CES systems in order to achieve greater efficiency.</li> <li>LAHSA continues to host "Tiger Team" meetings with community providers to discuss issues that are arising with the data system and identify how to strengthen the use of the data system.</li> </ul>	<p>Other activities will include:</p> <ul style="list-style-type: none"> <li>July: LAHSA will convene community stakeholders to assist in formulating a recommended plan to strengthen the three related CES systems for the Board of Supervisors' consideration.</li> <li>August: CES RFP funding selections will be announced at the LAHSA Commission meeting. Funded programs will begin implementation on October 1.</li> <li>August: LAHSA will create a meeting group for departments/agencies that have not yet been involved with the CES to increase their knowledge of CES and obtain their feedback on ways to improve the CES systems. Also, a recorded webinar that is a beginning introduction to the CES will be posted on LAHSA's website for the community to access.</li> <li>October 1: Implementation of new resources into the CES system including the housing locators and expansion of the youth CES.</li> </ul>
<p><b>E8: Enhance the Emergency Shelter System</b></p> <p><u>Actual Implementation Date:</u> Phase 1 - June 2016</p> <p><u>Target Implementation Date:</u> Phase 2 - October 2016</p>	<p>LAHSA convened monthly planning meetings with the partnering County departments to develop project milestones and short term goals. Assessment was completed to identify potential shelters and number of shelter beds that can be expanded to 24 hours and enhanced with on-site supportive services. Programmatic and funding discussions took place on topics such as the shelter low-threshold eligibility criteria, the bed availability system and housing for clients when they are discharged from shelters. The decision was made to include HI Strategy E8 funds in the LAHSA CES RFP to fund housing navigators serving shelter residents.</p> <p>The Strategy was implemented on June 1, 2016 with 692 of LAHSA's existing shelter beds increased from 14-hour operations to 24-hour operations. On July 1, 2016 an additional 168 additional shelter beds were added, and the Salvation Army Bell Shelter increased by 15 beds. LAHSA also updated its "Scope of Required Services" for crisis housing to include storage provisions for all shelter participants.</p>	<ul style="list-style-type: none"> <li>The Strategy Group will participate in reviewing the CES Housing Navigator proposals in July.</li> <li>A shelter standards framework (low threshold criteria) will be created in August.</li> <li>LAHSA will convene a meeting with the shelter providers to discuss increased accommodations for pets and resources for storage of belongings.</li> <li>LAHSA will pilot an online "bed availability tracking system" in HMIS in order to launch an online system to enable authorized users to view bed availability and make online reservations.</li> </ul>
<p><b>E9: Discharge Data Tracking System</b></p> <p><u>Target Implementation Date:</u> TBD</p>	<p>Planning workgroup meetings have not been convened, but the lead agency, LAHSA, has convened internal meetings to discuss the strategy, including how E9 can intersect with the City of LA's strategy 4A.</p>	<ul style="list-style-type: none"> <li>Meeting to be set for August to outline implementation framework.</li> <li>Coordinate and send joint e-mail invitation to volunteers for participation and input on this strategy.</li> </ul>

<b>Strategy Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>E10: Regional Coordination of Los Angeles County Housing Authorities</p> <p><u>Actual Implementation Date:</u> May 24, 2016</p>	<ul style="list-style-type: none"> <li>• HACoLA conducted a meeting with Housing Authorities from the cities of Los Angeles, South Gate, Santa Monica, Pomona, Pasadena, Norwalk, Baldwin Park, Inglewood, Compton, and Glendale. Also, officials from LAHSA, the Los Angeles HUD field office, and the CEO attended the meeting.</li> <li>• Since the first quarterly roundtable meeting, HACoLA has entered into an interagency agreement with the Norwalk Housing Authority and has reached an agreement in principle with both the Redondo Beach Housing Authority and the Burbank Housing Authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration to combat homelessness in Los Angeles County. HACoLA is currently scheduling the next quarterly meeting to take place in early fall.</li> <li>• Creation of a survey for Housing Authorities to identify topics for subsequent meetings.</li> <li>• Officials from HUD's Office of Community and Planning Development will attend the next meeting to discuss matters specifically related to the Continuum of Care Program.</li> </ul>
<p>E11: County Specialist Support Team</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>CEO convened triweekly meetings to develop a list of key decision points and components of the Strategy implementation including but not limited to: scope of work; organizational structure/staffing; staff qualifications; potential staff items; desired office location; resource needs; infrastructure; community involvement and outreach; and protocols.</p> <p>group met with CES providers to discuss how the new County Specialist Support Team can have the greatest impact at departmental, multi-departmental and systems levels, and identify effective ways for the County to outreach to community providers to ensure optimal access and utilization of the County Specialist Support Team to serve homeless clients.</p> <p>In July, the Strategy group developed the scope of work of the new County Specialist Support Team. The Strategy group also agreed to the concept of the Health Agency serving as the host agency of the new County Specialist Support Team and discussed what that would entail, including logistical coordination, securing a site, staff supervision, and necessary support for the County Specialist Support Team.</p>	<p>In July/August, the following activities are planned:</p> <ul style="list-style-type: none"> <li>• Development of the guidelines and systems for the new County Specialist Support Team.</li> <li>• Development of job description for Team members.</li> <li>• Identification of office and infrastructure needs.</li> <li>• Development of a community outreach/communication plan targeting homeless case managers.</li> </ul> <p>In September, the recruitment process will begin for a new Director and to identify Department staff who will form the County Specialist Support Team.</p>
<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>The CEO and LAHSA have held preliminary discussions. The full workgroup for this Strategy is scheduled to convene in August 2016.</p>	<ul style="list-style-type: none"> <li>• Collect departmental intake forms to determine if and how broadly departments define homelessness and if they have flags within departmental data systems to identify homeless clients (underway).</li> <li>• Schedule first meeting with departments to discuss homeless operational definitions, client data sharing consent forms, and plans for flagging homelessness within departmental data systems (targeted for late August 2016).</li> <li>• Develop recommended countywide targets for reductions in homelessness for the chronically homeless, TAY, families and single adults based on previous LAHSA Homeless Counts.</li> </ul>

<b>Strategy</b> <b>Implementation Date</b> <b>(Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
<p>E13: Coordination of Funding for Supportive Services</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>Meetings were held on May 25 and June 29, 2016, with representatives from Housing Authorities of the City and County of Los Angeles, Department of Health Services, Department of Mental Health, the Housing and Community Investment Department of the City of Los Angeles, Los Angeles Homeless Services Agency and the Community Development Commission.</p>	<ul style="list-style-type: none"> <li>• July 27, 2016 – Committee will review matrix of City and County funding sources for permanent supportive housing and discuss how to incorporate volunteer input.</li> <li>• August, 2016 – Lead agencies to convene meeting to provide volunteers with information on current processes.</li> <li>• September, 2016 – Lead agencies to convene meeting to solicit input on opportunities and challenges of aligning priorities and processes.</li> <li>• October 2016 – Lead agencies to convene meeting to obtain ideas on coordinated funding application and award process.</li> <li>• November – December, 2016 – Potential subcommittee meetings on individual issues.</li> <li>• January – February, 2017 – Lead agencies draft processes and policies.</li> <li>• March 2017 – Public review of draft processes and policies.</li> <li>• April – May 2017 – Finalize processes and policies.</li> <li>• June - July 2017 – Board of Supervisors, Los Angeles City Council &amp; Los Angeles City Housing Commission action.</li> </ul>
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Target Implementation Dates:</u></p> <p>Phase 1- August 2016 Phase 2- December 2016 Phase 3- January 2017 Phase 4- June 2017</p>	<p>Meeting with County department collaborators and community volunteers was held on May 18, 2016 to discuss various components of HI Strategy E14 as follows:</p> <ul style="list-style-type: none"> <li>• Phase 1 - Work with the Los Angeles Coalition to End Youth Homelessness to increase and maximize collaboration between County agencies and community-based organizations serving homeless youth.</li> <li>• Phase 2 – Support the expansion of Youth CES and Shelters and provide housing navigation.</li> <li>• Phase 3- Design a Youth Housing Stability Assessment pilot, where one or more County departments, one or more school districts, and a CBO serving mainstream youth will administer a quick prescreening tool to determine if a youth should be referred to the Youth CES.</li> <li>• Phase 4 – Expand drop-in centers, transitional housing for youth and aftercare/ case management.</li> </ul> <p>Work underway by LAHSA on LA City Strategies 9F and 7N will contribute to HI Strategy E14 deliverables. This includes a youth housing gap analysis that will serve to inform on Phases 2 and 4. Ongoing meetings are being scheduled with partners to assess data on discharges from foster care, strengthening collaboration with County departments, and screening tools to identify homeless TAY.</p>	<ul style="list-style-type: none"> <li>• Schedule next meeting with partners.</li> <li>• Complete CES RFP reviews to determine Youth CES expansion sites.</li> <li>• Data meeting for the housing gaps analysis.</li> <li>• August 1 Meeting between the LA Coalition to End Youth Homelessness and County agencies.</li> </ul>

<b>Strategy</b> <b>Implementation Date</b> <b>(Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p>The CES RFP was released in June and proposals are being reviewed:</p> <ul style="list-style-type: none"> <li>• Youth CES proposals were received from all eight SPAs. Funded proposals will allow for expansion of Youth CES to those SPAs.</li> <li>• The CES RFP included funding for Rapid Re-housing for TAY.</li> <li>• The start date for contracts is October 1, 2016.</li> </ul> <p>Opportunities for funding and technical assistance for enhancing TAY services are also being explored at both the federal and state level. LAHSA applied for and Los Angeles County was selected as one of three communities in the United States to receive a 100-Day Challenge from <i>A Way Home America</i>. This national initiative aims to support communities in reaching the federal goal of ending youth homelessness by 2020. The initiative will bring additional technical assistance to Los Angeles to support the implementation of Youth CES in the new SPAs that will be funded through the CES RFP for Regional Coordination.</p>	
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>In May, with the goal of increasing engagement with homeless residents, RR/CC discussed the possibility of eliminating the need for a Notary Public to witness signing of a Certificate of Identity during outreach events in the field. An initial listing of homeless services agencies and organizations was also developed; they will be contacted for partnerships to launch targeted outreach to homeless residents.</p> <p>In June, initial discussion with Polling Place recruitment section took place to discuss possible placement of Polling Places for greater access by homeless populations.</p> <p>RR/CC also finalized a community outreach flyer that provides information regarding voter registration and access to birth certificates.</p>	<p>Follow-up meeting will take place to discuss Polling Place recruitment as identification of Polling Place locations for the November 2016 General Election has been challenging due to lack of site availability, logistics, and administrative policies described within the California Elections Code.</p> <p>RR/CC will collaborate with County departments and homeless community providers to identify the most effective approach for disseminating informational flyer.</p>
<p>E16: Affordable Care Act Opportunities</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot award from the California Department of Health Care Services)</p>	<p>Much of the work under this Strategic area depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes initiative. LA County submitted a WPC proposal on July 1, 2016 in response to the State's Request for Proposals. The proposal contained extensive funding to support individuals who are homeless, and other high-risk LA County residents. If funded (WPC is a competitive process), WPC will begin implementation in early 2017. Final notifications are expected in November, 2016. The Health Agency is currently beginning planning around these important initiatives, but does not anticipate implementation until early 2017. Implementation of Health Homes is targeted for 2018, under the leadership of the Managed Care Health Plans. To date, it is uncertain what shape Health Homes will take in Los Angeles County.</p> <p>The Health Agency hopes to leverage opportunities to augment access and benefits for the sickest and most vulnerable LA county residents through the WPC and Health Homes initiatives in the coming years. If funded, these initiatives will allow the Health Agency to build critical</p>	<ul style="list-style-type: none"> <li>• Key next steps in WPC include: a response to State requests for clarification and augmentation of LA County's WPC proposal; increasing multi-stakeholder engagement (e.g. Health Agency, health plan and community partners); and preparation for implementation of programs within the WPC proposal. The State anticipates notifying awardees in the November 2016.</li> <li>• The Health Agency hopes to use WPC in 2017 to lay a strong foundation for the Health Homes initiative in 2018. For the time being, the Health Agency continues to await greater clarity on the structure of the Health Homes program.</li> </ul>

<b>Strategy Implementation Date (Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
	<p>infrastructure to fill current care gaps (e.g. recuperative care, sobering centers); strengthen integrated care delivery and improve data integration and collaboration across the Health Agency and with County and community partners; and support intensive care management activities for the sickest and most vulnerable LA County residents. In planning for WPC, the Health Agency convened numerous multi-stakeholder meetings to discuss a large variety of approaches for different target populations, including individuals who are homeless. These meetings, led by the DHS Housing for Health Division, created the framework for proposed work with homeless individuals through the WPC pilot, including: Homeless Care Support Services; Recuperative Care; Benefits Advocacy (e.g. SSI, SSDI); Tenancy Support Services; and expansion of street outreach teams. WPC funds cannot directly fund housing or housing subsidies.</p> <p>The County continues to enroll and expand access to services for individuals who qualify for Medi-Cal. In addition to coverage expansion, the Affordable Care Act (ACA) has led to benefit expansion, which has increased services available to homeless individuals. Implementation of the Drug Medical Waiver in the coming year (described in HI Strategy E2) is a key example. .</p>	
<p>E17: Regional Homelessness Advisory Council (RHAC) and Implementation Coordination</p> <p><u>Target Implementation Dates:</u></p> <p>RHAC - December 2016</p> <p>Homeless Strategy Implementation Group - TBD</p>	<p>In May, pursuant to the recommendation by LAHSA's Ad Hoc Committee on Governance, the LAHSA Commission authorized staff to establish the Regional Homelessness Advisory Council.</p> <p>LAHSA and Home For Good are in discussions to establish the bylaws and membership structure that will reflect a cross-sector, public-private, multi-agency, institutionally-diverse and regionally-inclusive membership.</p> <p>In June and July, LAHSA attended Los Angeles Continuum of Care Quarterly Community Meetings in each SPA and advised the community about the formation of the RHAC.</p> <p>LAHSA and United Way are developing the RHAC's membership composition.</p>	<p>As the formation of a RHAC is called for in both the City and County's strategic plans, LAHSA will coordinate implementation efforts with both jurisdictions.</p> <p>By September, LAHSA will develop the RHAC membership structure/process and bylaws.</p> <p>By October, LAHSA will finalize the selection of the RHAC board members.</p> <p>First RHAC meeting will take place in November or December.</p> <p>LAHSA will commence planning for the Homeless Strategy Implementation group with the CEO and the Los Angeles City CAO.</p>
<p>F1: Promote Regional SB 2 Compliance</p> <p><u>Target Implementation Date:</u></p> <p>January 2017</p>	<p>Regional Planning completed a Request for Proposals (RFP) to implement this Strategy that is currently undergoing internal review. Regional Planning added considerations for supportive housing and fair housing, which are related and integral issues, into the scope.</p>	<ul style="list-style-type: none"> <li>• Issue RFP.</li> <li>• Reach out to State Department of Housing and Community Development.</li> <li>• Reach out to stakeholder groups.</li> <li>• Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas.</li> </ul>

<b>Strategy</b> <b>Implementation Date</b> <b>(Actual or Target)</b>	<b>Status</b>	<b>Next Steps</b>
F2: Linkage Fee Nexus Study  <u>Target Implementation Date:</u> January 2017	<p>Regional Planning completed an RFP that is currently undergoing internal review. The RFP is for an affordable housing action plan that will outline steps for completing a study to support the establishment of a linkage fee, in addition to other actions to support the County's affordable housing and homeless goals.</p> <p>Staff has met twice with community stakeholders, such as affordable housing advocates, designers, developers, and attorneys to discuss a variety of housing and equitable development strategies.</p>	<ul style="list-style-type: none"> <li>• Issue RFP.</li> <li>• Continue discussions with stakeholder groups.</li> </ul>
F3: Support for Inclusionary Zoning for Affordable Rental Units  <u>Actual Implementation Date:</u> March 2016	<p>County-supported AB 2502 which would allow for inclusionary zoning of rental units is currently in the State Assembly Local Government Committee.</p>	<ul style="list-style-type: none"> <li>• Continue to monitor AB 2502 once the State legislature is back from recess in August 2016.</li> <li>• If AB 2502 is not enacted, support similar legislation in 2017.</li> </ul>
F4: Development of Second Dwelling Unit Pilot Project  <u>Target Implementation Date:</u> June 2017	<ul style="list-style-type: none"> <li>• Regional Planning began inventorying permitted second units to date and recent violations for unpermitted second units. An internal DRP working group met three times to discuss ways to remove barriers to second units by modifying the County's existing ordinance.</li> <li>• DRP staff consulted with other County departments on ways to update the ordinance.</li> <li>• DRP and CDC researched second unit programs in other jurisdictions.</li> <li>• DRP and CDC brainstormed ideas for implementation of the pilot program and met with CEO's Homeless Initiative team to discuss ideas and timeline for pilot program implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of recommendations to improve permitting and processing of second dwelling units.</li> <li>• Work with CDC to develop financial assistance for the construction of second dwelling units.</li> <li>• Convene an interdepartmental County working group in late July 2016 to review policy recommendations for the ordinance update and ideas for the pilot program.</li> <li>• Complete and review draft Second Dwelling Unit ordinance, and continue to refine concepts for the pilot program, which could include a design competition and construction of prototypes, in addition to assistance to property owners.</li> <li>•</li> </ul>
F5: Incentive Zoning/Value Capture Strategies  <u>Target Implementation Date:</u> January 2017	<ul style="list-style-type: none"> <li>• Regional Planning completed an RFP that is currently undergoing internal review. The RFP is for an affordable housing action plan that will outline steps for incentive zoning and value capture, in addition to other actions to support the County's affordable housing and homeless goals.</li> <li>• Staff has met twice with community stakeholders, such as affordable housing advocates, designers, developers, and attorneys to discuss a variety of housing and equitable development strategies.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Issue RFP.</li> <li>• Continue discussions with stakeholder groups every other month.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
F6: Use of Public Land for Homeless Housing  <u>Target Implementation Date:</u> November 2016	<ul style="list-style-type: none"> <li>• Preliminary list of County-owned sites is currently being vetted for suitability to build homeless/affordable housing, including the goal of identifying the top five most suitable properties.</li> <li>• One or more of the properties being vetted could be used for the Board-approved pilot project to encourage the development of pre-fabricated/shipping container multi-unit homeless housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a comprehensive up-to-date database of available County property suitable for housing; determine suitability of prospective sites.</li> <li>• Develop governing structure options to own, hold, prepare, and dispose of County land for affordable housing.</li> <li>• Develop policies regarding the use of County land to promote the development/preservation of affordable/homeless housing.</li> <li>• In collaboration with the City of Los Angeles, explore opportunities to use federal surplus property for affordable/homeless housing.</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