



Homeless Initiative
Measure H Revenue Planning Process

Revenue Request Documents for discussion at Meeting #2 – Thursday, April 6, 2017

- HI Strategy A1 – Homeless Prevention Program for Families
- HI Strategy A5 – Homeless Prevention Program for Individuals
- HI Strategy B1 – Provide Subsidized Housing to Homeless Individuals Pursuing SSI
- HI Strategy B4 – Facilitate utilization of Federal Housing Subsidies
- HI Strategy B6- Family Reunification Housing Subsidy
- HI Strategy C2- Increase Employment for Homeless Adults by Supporting Social Enterprises
- HI Strategies C4/C5/C6 – Establish Countywide SSI and Veterans Benefits Advocacy for individuals, veterans, and inmates experiencing homelessness or at risk of homelessness
- HI Strategy C7- Subsidized Employment for Homeless Adults
- HI Strategy D2 – Expand Jail In Reach
- HI Strategy D4 – Regional Integrated Re-Entry Networks – Homeless Focus
- HI Strategy D6 – Criminal Record Clearing Project
- HI Strategy E14 – Enhanced Services for Transition Age Youth

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
A. PREVENT HOMELESSNESS				
A1	Homeless Prevention Program for Families	\$9,500,000	\$12,500,000	\$12,500,000
1.	Date Strategy was/will be implemented and began/will begin providing services	Date Implemented: January 01 2017 Service Start Date: January 01 2017 Date Prevention Services Started in HFSS non-Strategy Funding: December 01 st 2015		
2.	How many individuals have been served under this strategy since implementation?	Under the Strategy: 57 Under the HPI funding: 341		
3.	What is the cost per client since implementation?	\$13,571 per family (includes all costs associated with the strategy)		
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: On October 13, 2015, the Board of Supervisors approved a motion to allocate \$2.0 million in Homeless Prevention Initiative Funds, to fund prevention activities for families on the brink of homelessness, in coordination with the Coordinated Entry System for Families (HFSS) through June 30, 2017. The program was developed to target families at-risk of homelessness and who are at or below 50% Area Medium Income (AMI) with benefits and services in order to divert them from the crisis housing system. With the passage of Measure H, we plan to: <ul style="list-style-type: none"> Expand the current service to all families. Currently only CalWORKs families can be served, and a narrow non-CalWORKs population can be served under the A1 funding: two parent households with at least one U.S. citizen child, or a single parent household with a U.S. citizen child between the ages of 13-18. Create a new component that is dedicated to trauma informed Workforce Development, Housing Retention, and Training in all 8 Supervisorial Planning Areas (SPAs) for the families receiving services at the Family Solutions Centers. Support housing retention program that aims to ensure families placed into housing can continue to receive supportive services to ensure housing stability. Develop a funding component to implement shelter diversion services within the County, which will help retain housing and crisis housing stock for those most in need. Expand legal services to provide dedicated legal assistance to all SPAs Create a two-generational approach to preventing homelessness, by enhancing the support provided from the school district's McKinney Vento (MV) Liaisons in the County. This effort will support the new positions requested in E14 within the Los Angeles County Office of Education, to coordinate the MV Liaisons and the referrals from the Coordinated Entry System (CES) for Families, and provide TA and ensure HMIS use for McKinney Vento Liaisons. 			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 \$9,500,000: With the \$9.5m, we plan to start integrating the staff at the Los Angeles County Office of Education, and the Workforce Development specialist for the program. We would also, want to start preparing and training school districts who decide to integrate their McKinney Vento Liaisons within the system, by training them in the County Wide Homeless Management Information System (HMIS). Also, we intended to continue and expand legal services and start to provide services to the families who cannot receive prevention services under the current funding due to restrictions. In addition, we plan to release a Request for Information (RFI) for an outside researcher to examine the efficiency and effectiveness of the prevention program to identify any gaps and to see if the system is using the resources for prevention appropriately. Please See Attached for supportive documents FY 18-19 \$12,500,000: With the \$12.5m, we plan to continue the program with the above mentioned additions. Also, we intend to evaluate what the outside researcher identified as gaps and weaknesses and re-program if necessary. We also intend to integrate other County department within the prevention program like the Department of Children and Family Services, Department of Mental Health, the Department of Health Services to integrate preventative services for the whole family. Please See Attached for supportive documents			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need	Funding Need	Funding Need
	FY 19-20 \$12,500,000: With the \$12.5m, we plan to continue the program with the above mentioned additions. Please See Attached for supportive documents		
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 700 FY 18-19: 700 FY 19-20: 700		
7.	What will be the impact if projected funding need is not met? The Family Solutions Centers will no longer be able to continue prevention services to families throughout the County, which could increase how many families become literally homeless. With the limited housing stock and limited shelter options available to families, it could be a significant impact on the continuum.		
8.	If requested level of funding is provided, what will be done? This new funding will allow the County to develop a better integrated approach to preventing family homelessness through multiple systems in the County, by aligning, leveraging and funding positions and services to support the need at: The Los Angeles Homeless Services Authority, Los Angeles County Office of Education, and the Family System Grantees (Family Solutions Centers).		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? Yes, we plan to expand services beyond the limited scope of the current program to all families, create new positions to develop a two generational approach at preventing homelessness through our collaboration with LACOE, and add funding to divert families from entering the family homeless system.		



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To: Chief Executive Office: Homeless Initiative: County of Los Angeles
From: Chris Chenet, Homeless Systems Analyst- Families & Silvia Valencia, DPSS
Date: January 11, 2017
CC: Paul Duncan, Associate Director of Systems Integration
Josh Hall, Family System Integration Manager
Deon Arline, Administrator, DPSS

Re: March 2017 Ballot Measure for a ¼ cent Special Sales Tax to Fund Homeless Services and Housing

1. Program Details:

This funding will:

- Expand the current service to all families. Currently only CalWORKs families can be served, and a narrow non-CalWORKs population can be served under the A1 funding: two parent households with at least one U.S. citizen child, or a single parent household with a U.S. citizen child between the ages of 13-18.
- Create a new component that is dedicated to trauma informed Workforce Development, Housing Retention, and Training in all 8 Supervisorial Planning Areas (SPAs) for the families receiving services at the Family Solutions Centers.
- Support housing retention programs that aim to ensure families placed into housing can continue to receive supportive services to ensure housing stability.
- Develop a funding component to implement shelter diversion services within the County, which will help retain housing and crisis housing stock for those most in need.
- Expand legal services to provide dedicated legal assistance to all SPAs.
- Create a two-generational approach to preventing homelessness, by enhancing the support provided from the school district's McKinney Vento (MV) Liaisons in the County. This effort will support the new positions requested in E14 within the Los Angeles County Office of Education, to coordinate the MV Liaisons and the referrals from the Coordinated Entry System (CES) for Families, and provide TA and ensure HMIS use for McKinney Vento Liaisons.

Fiscal Year 2017-2018

We are requesting \$9,500,000 for Fiscal Year 17-18, which is a reduced rate in comparison to FY 18-19 & 19-20. This is because the remaining \$5,000,000 from the Fraud Incentive Dollars from the Homeless Initiative A1 should still be embedded within the Family System. The request for \$9,500,000 is to cover:

- Admin costs for both LAHSA and the service providers,
- The service enhancement for families that are not eligible under the current funding,
- Hiring of the 8 employment navigators and 8 housing retention specialists at the Family Solutions Centers, and
- Distribute the technical assistance grants for the McKinney Vento liaisons at the school district to utilize HMIS and provide screenings and assessments into CES.

Fiscal Year 2018-2019

We are requesting \$12,500,000 for Fiscal Year 18-19. By FY 18-19 the Fraud Incentive funds allocated through A1 should be expended. The Family Solutions Centers will no longer have other funding streams for Prevention. The request for \$12,500,000 is to cover:

- Admin costs for both LAHSA and the Family Solutions Centers,
- The maintenance of the current prevention program funded under A1,
- The service enhancement for families,
- Maintaining the 8 employment navigators and 8 housing retention specialists at the Family Solutions Centers, and
- Continue the technical assistance grants for the McKinney Vento liaisons at the school district to utilize HMIS and provide screenings and assessments into CES.

Fiscal Year 2019-2020

We are requesting \$12,500,000 for Fiscal Year 19-20. By FY 19-20 the Fraud Incentive funds allocated through A1 will be expended. The Family Solutions Centers will no longer have other funding streams for Prevention. The request for \$12,500,000 is to cover:

- Admin costs for both LAHSA and the Family Solutions Centers,
- The maintenance of the current prevention program funded under A1,
- The service enhancement for families,
- Maintaining the 2 full-time employees at the Los Angeles County Office of Education, Division of Student Supportive Services,
- Maintaining the 8 employment navigators and the 8 housing retention specialists at the Family Solutions Centers, and
- Continue the technical assistance grants for the McKinney Vento liaisons at the school district to utilize HMIS and provide screenings and assessments into CES.

A1-Families	Financial and Supportive Services	Legal Services	Schools Coordination	Total
Year 1 (700 families)	\$ 6,767,600	\$ 1,620,000	\$ 1,112,400	\$ 9,500,000
Year 2 (700 families)	\$ 9,767,600	\$ 1,620,000	\$ 1,112,400	\$ 12,500,000
Year 3 (700 families)	\$ 9,767,600	\$ 1,620,000	\$ 1,112,400	\$ 12,500,000

**8% Admin Applied for LAHSA services; 12% Applied to community-based provider services*

2. Financial and Supportive Services:

Funding is needed to support both expansion and enhancement to serve more people and to improve the services by:

1. Enhancing to serve families that are non-CalWORKs
2. Increasing flexibility to fund diversion services
3. Aligning the School Districts McKinney Vento liaisons within the CES for Families
4. Creating employment navigator positions in all 8 Service Planning Areas (SPAs) connected with county departments:
 - Department of Mental Health (DMH) Individualized Placement and Support,
 - Department of Mental Health (DMH) Supported Employment Programs, or
 - GAIN Transitional Subsidized Employment Programs

Expansion to Maintain the CalWORKs Families Component and to Serve Families that are non-CalWORKs and Expanding Legal Services

On October 13, 2015, the Board of Supervisors approved a motion to allocate \$2.0 million in Homeless Prevention Initiative Funds, to fund prevention activities for families on the brink of homelessness, in coordination with the Coordinated Entry System for Families (HFSS) through June 30, 2017. The program was developed to target families at-risk of homelessness and who are at or below 50% Area Medium Income (AMI) with benefits and services in order to divert them from the crisis housing system.

The Homeless Prevention Program was designed to meet the following objectives:

- Prevent families from becoming homeless by assisting them to retain current housing,
- Divert families from the homeless system through rapid re-housing assistance, and
- Assist families to stabilize their housing crisis.

On November 1, 2016, DPSS and LAHSA amended their existing contract to align their services for the A1 County Homeless Strategy: Homeless Prevention for Families. This amendment introduced \$5,000,000 of Fraud Incentive dollars into the Homeless Families Solutions System to continue the same services within the current program, with a goal to serve 500 families through the County of Los Angeles.

The Fraud Incentive dollars are primarily restricted to CalWORKs families, but DPSS allows non-CalWORKs families to receive services if one of the following requirements below are satisfied:

- Two-parent household with income below 50% of the AMI with a minor child (under 18 or an 18 year-old who will graduate from high school before their 19th birthday) who is a U.S. citizen, legal resident or trafficking victim; and or
- One parent, or two parent, needy or non-needy caretaker households with income below 50% of the AMI with at least one minor child or teenager (age 13 or older) through age 18 in the household that is a U.S. citizen, legal resident or trafficking victim.

These restrictions are a significant barrier for a large portion of families. For instance, in FY 2015-2016, of the 184 families (that received non-DPSS financial services) that were served, 63 of those families (35%) were single-parent households that only had children 12 years of age and younger. If those families entered the current prevention program, they would not be able to receive services. In addition, the restrictions under the current funding only allows families with at least one U.S. born child to receive services, which disqualifies a large number of families. LAHSA and DPSS recommend that this restriction be eliminated. Having this restriction lifted will allow the Family Solutions Centers to serve all families who are in need of homeless prevention services.

Expand Funding for Diversion Services

Diversion is a strategy that prevents homelessness by helping people experiencing a housing crisis and seeking shelter preserve their current housing situation or make immediate alternative arrangements without having to enter shelter or the homeless system.

Prevention and diversion are similar in that their purpose are to keep families from entering the homeless system, but these two services are performed in different ways. Below is a chart showing the distinctions between the two services.

Prevention	Diversion
<ul style="list-style-type: none"> • Assistance aimed to help low-income households resolve a crisis that would otherwise lead to a loss of housing. • Most common prevention methods include short-term financial assistance, housing-related support services, legal assistance, discharge planning or all of these. 	<ul style="list-style-type: none"> • Diversion prevents homelessness by exploring every alternative the household has to keep the client and the family in housing. <ul style="list-style-type: none"> ○ Paying family members' utility bill(s), groceries, etc. for several months without a lease to sustain client at the residence. ○ Currently LAHSA/FSCs can only pay financial assistance for permanent placement not temporary placements.

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| | <ul style="list-style-type: none">• The philosophy is that if there is a safe alternative to remain housed, that is better for the household and the system so that the resources in the homeless system are reserved for people who are literally homeless. |
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Currently, all of the LAHSA funding allocated for Prevention and Rapid Re-Housing require a lease agreement for the distribution of financial assistance. Flexible Funding under this ¼ cent Special Sales Tax will allow the Family Solutions Centers to identify creative ways to divert a family from entering the homeless system.

Enhancement to Create Employment Navigator and Housing Retention Specialist positions in all 8 SPAs

Another enhancement for prevention and rapid re-housing services would be to develop an employment navigator and Housing Retention Specialist Program within the CES for Families System. With this enhancement, we are hoping to align many of the suggested programs identified in the Policy Brief around Employment distributed for the Homeless Initiative Policy Summit in 2015. As Identified in the Policy Brief (pg. 1):

Employment and training programs can help people who are experiencing homelessness obtain gainful employment. Employment programs must meet homeless individuals where they are. This helps to remove potential barriers that normally would restrict or disqualify them from active participation. Homeless Individuals often face significant barriers to employment. Some of these barriers include: legal issues, the unwillingness of many employers to hire job applicants with a criminal background, the lack of identification documents needed for employment, substance use disorders, mental health issues, poor education and/or employment history and the lack of social skills necessary to obtain/maintain employment.

We are hoping to model a program very similar to the Coordinated Employment and Housing Services Program identified in the Building Changes Report for Seattle-King County, Washington. This program aligned both the workforce and housing programs for the State of Washington. We are hoping to develop an employment navigator program very similar to this model, which may or may not be connected to other county department programs such as Department of Mental Health (DMH) Individualized Placement and Support, Department of Mental Health (DMH) Supported Employment Programs, GAIN Transitional Subsidized Employment Programs. Understanding that these County programs are usually for a targeted clientele, we would propose that these services would have no target population and should be funded to serve all families.

An employment navigator's role would be to help the family build a connection to and comfort with local workforce programs and resources. The navigator would work directly with the head of the family to assess and address the unique barriers standing in the way of finding and keeping a job. In many cases, the navigator would refer heads of families to training opportunities designed to help them either find a job or get a better job. The employment navigator could customize the employment services to account for the family's homeless crisis.

As families are placed into permanent housing it is important to ensure their stability, connections to employment are an important aspect of that stability but continued case management while families are receiving housing subsidies is also needed. The Housing Retention Specialists will ensure families are stabilizing in their new housing and provide regularly assistance through case management.

The employment navigators and housing retention specialists will also have flexible funding for services and resources to directly and immediately help a family resolve its most urgent barriers to employment

and stability which include but is not limited to work attire, auto repair, tools, child care and transportation. In addition, there will be a set amount for hard skills training for the clients who have no identified and marketable skillset.

We are hoping to incorporate the County Homeless Strategy C1: “Enhance the CalWORKs Subsidized Employment Program for Homeless Families” into this program. If the employment navigators were able to work directly with the South Bay Workforce Investment Board for Transitional Subsidized Employment programs along with connecting with other America’s Job Center of California programs it would help align the outcomes of both strategies and help maintain and stabilize families.

<http://www.buildingchanges.org/library-type/best-practice-reports/item/956-coordinating-employment-and-housing-services-a-strategy-to-impact-family-homelessness>.

3. Enhance Legal Services

In addition, the amendment allowed for \$290,000 for legal services which was an enhancement to the services provided under prevention.

Increased funds in the amount of \$1,500,000 will provide legal services to over 700 families. Those services include:

- Keeping people who are facing eviction in their existing home.
- Arranging for a soft landing into a new home for people facing eviction (usually involves some combination of extra time to move, waived rent, relocation payments, and sealing of eviction record).
- Increasing income by helping people obtain, increase, or preserve various public benefits.

Providing other legal services that remove specific barriers to housing (or that generate income to pay for housing).

The Fraud Incentive dollars are primarily restricted to CalWORKs families, but DPSS allows non-CalWORKs families to receive services if one of the following requirements below are satisfied:

- Two-parent household with income below 50% of the AMI with a minor child (under 18 or an 18 year-old who will graduate from high school before their 19th birthday) who is a U.S. citizen, legal resident or trafficking victim; and or
- One parent, or two parent, needy or non-needy caretaker households with income below 50% of the AMI with at least one minor child or teenager (age 13 or older) through age 18 in the household that is a U.S. citizen, legal resident or trafficking victim.

These restrictions are a significant barrier for a large portion of families. For instance, in FY 2015-2016, of the 184 families (that received non-DPSS financial services) that were served, 63 of those families (35%) were single-parent households that only had children 12 years of age and younger. If those families entered the current prevention program, they would not be able to receive services. In addition, the restrictions under the current funding only allows families with at least one U.S. born child to receive services, which disqualifies a large number of families. LAHSA and DPSS recommend that this restriction be eliminated. Having this restriction lifted will allow the Family Solutions Centers to serve all families who are in need of homeless prevention services.

Expanding these services will allow for dedicated legal services in each SPA to be able to serve all populations and provide additional legal services assistance such as, restraining orders, assistance with immigration status, and other possible legal situations that are not funded under the current program.

4. Coordination of McKinney Vento Liaisons at the School Districts

In addition to the expansions mentioned above, this enhancement aligns the School District McKinney Vento Liaisons within the Coordinated Entry System for Families and Youth to provide prevention program elements.

According to the Los Angeles County Office of Education, there are 62,931 homeless students across the 80 school districts and 270 charter schools.

- 8% are unsheltered
- 5% are living in temporary shelters
- 5% are living in hotels/motels
- 82% are temporarily doubled up

Will Qualify for the majority of LAHSA programs
 Will Not Qualify for a majority of LAHSA RRH programs

Currently, the majority of clients served by the McKinney Vento Liaisons do not have access to LAHSA Rapid Re-Housing funded programs due to differing definitions. However, many of the households served by the McKinney Vento Liaisons can be served through a prevention/diversion program.

With the A1 funds, LAHSA is developing a targeted pilot program which allocates 100 family slots for clients that are being served by the McKinney Vento Liaisons at the 80+ school districts and charters. With the enhancement, we hope that we can develop an integrated funded partnership with LACOE and the school districts.

On October 31st 2016, the U.S. Departments of Health and Human Services (HHS), Housing and Urban Development (HUD) and Education (ED) issued a joint Policy Statement on *Meeting the Needs of Families with Young Children Experiencing and at Risk of Homelessness*.

In the policy statement, all three departments provide research and recommendations on ways in which early childhood and housing providers at the local and, in some cases, State levels can intentionally collaborate to provide safe, stable, and nurturing environments for pregnant women and families with young children who are experiencing or at risk of homelessness.

The statement identified many areas of alignment. For instance, developing a two generational approach to homelessness prevention, which include, “aligning and coordinating the design and delivery of services for the whole family, so both generations can experience improved physical and mental health, safety, educational, and economic outcomes” (Joint Policy Statement, pg. 5). This includes:

McKinney Vento Liaisons	Family Solutions Center
<ul style="list-style-type: none"> • Education: Including early childhood systems for children (Headstart) • Health and Well-being: Including physical and mental health services for children. • Helping families find affordable child care for their infants and young children that support both children’s development and parents’ employment • Tracking data of the social determinants of health of the students 	<ul style="list-style-type: none"> • Education: Including adult education (diploma, GED, technical) or employment training for the parents (life skills, employment soft/hard skills) • Health and Well-being: Including physical and mental health services for the head of household • Tracking Data on HMIS of the social determinants of health of the head of household
HUD, ED, HHS: <i>meeting the needs of families with young children experiencing and at Risk of Homelessness</i>	

Through the strategy enhancement funding, our recommendation would be to support the request in **E14** for eight (8) LACOE CES Homeless Liaisons to assist with the McKinney Vento coordination and integration efforts with the Coordinated Entry System (Families and Youth). These eight (8) coordinators would develop cross-sector data collection between the school district McKinney Vento Liaisons and the CES leads for Families and Youth. With the expansion of A1 funding, we plan to support the **E14** request

by providing technical assistance grants in the amount of \$10,000-20,000 per year to the school districts to implement HMIS data collection and training for the McKinney Vento Liaisons (Joint Policy Statement). If the school districts decide to integrate, their McKinney Vento Liaisons will be required to assess families and youth, using the standardized assessment tool identified for the continuum (i.e. VI-FSPDAT/ Next Step Tool/Prevention Targeting Tool), and input the data into HMIS to capture information for homeless and at-risk of homelessness families and youth. The data would be analyzed to assess whether and to what extent identified goals and targets have been met (Joint Policy Statement). Data analysis can also provide insight about possible ways to enhance the service delivery system for families and youth experiencing homelessness and at-risk of homelessness.

<https://www.acf.hhs.gov/ecd/joint-policy-statement-on-meeting-the-needs-of-families-with-young-children-experiencing-and-at-risk-of-homelessness-released>

Attachments

1. Policy Statement on Meeting the Needs of Families with Young Children Experiencing and at Risk of Homelessness - U.S. Department of Health and Human Services; U.S. Department of Housing and Urban Development; U.S. Department of Education – October 31st 2016
2. Coordinating Employment and Housing Services: A Strategy to Impact Family Homelessness - Building Changes – July 2016

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
A. Prevent Homelessness				
A5	Homeless Prevention Services for Individuals.	\$12,030,000	\$26,700,000	\$37,140,000
1.	Date Strategy was/will be implemented and began/will begin providing services	Date Implemented: N/A Service Start Date October 1 st , 2017		
2.	How many individuals have been served under this strategy since implementation?	This strategy has not been implemented		
3.	What is the cost per client since implementation? LAHSA is using the A1 cost per household estimate for A5.	\$6,720		
4.	Reason for Funding Request (please check only one): This strategy is not funded at this time. <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: At this time, the only population of individuals who receive homeless prevention services are veterans, so this strategy fills a gap in our system that could affect up to 6,200 households. The housing gap analysis estimated that at least 2,555 households would benefit from prevention services, but internal LAHSA estimates suggest that recently expanded outreach would enable many more to be eligible and engaged in prevention services. By funding prevention services at the proposed level, the County could reach its goal of providing prevention services for up to 30,000 households in the first five years of Measure H's rollout. Based upon analysis of homeless prevention services currently offered by SSVF to veterans in Los Angeles County, 80% of all prevention cases serve households without minors. Therefore, the funding request for FY17-18, FY 18-19, and FY 19-20 is based upon serving roughly 85% of the projected need (6200 households), or 5500 single adult households. The remaining 700 households will be served by Strategy A1's estimate of potential households served. Due to limited research on prevention services, the County's investment into prevention services should be targeted. Three priorities have been identified for implementation of this strategy: 1. Diversion 2. Retention services for formerly homeless individuals 3. Targeted eviction defense for people at imminent risk of homelessness. As a part of the prevention strategy service providers should be implementing a diversion approach before providing homeless prevention services. Through diversion providers help people connect with other resources they have in order to resolve their housing crisis before accessing the homeless service system. This sometimes requires light touch case management and limited financial assistance to facilitate use of other options. Another way of preventing future homelessness is to provide retention services for people who have previously accessed homeless services and are at risk of losing current housing. Retention services set a lower threshold for eligibility, provide case management to assist in resolving issues that may threaten housing stability, and provide financial assistance when needed. Finally, prevention for those at imminent risk such as people facing eviction, entails a higher level of case management and multiple months of rental assistance in order to stabilize housing. Legal services may also be needed in these cases. Legal Services would provide support with eviction prevention, landlord dispute resolution, credit resolution advocacy, legal record expungement and other legal services that relate to housing stabilization. Participants would be referred from the prevention service providers.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 \$10,800,000 – 1,875 households served with a cost average of \$5760 per household. This would be a ¾ of a year operation in the first year to allow for procurement of providers for prevention services. The average cost considers that participants receiving diversion and retention support will typically not need a high level of financial assistance. It also considers that those receiving prevention who are at imminent risk of homelessness often need deeper support with services and financial assistance that mirror the needs of rapid rehousing participants. \$1,200,000 - Legal Services for 500 participants. This would be a ½ of a year operation in the first year to allow for procurement of providers for legal services. \$30,000 – Study of homeless prevention efficacy and efficiency as well as identification of promising practices. ½ year operation due to procurement. FY 18-19 \$23,040,000 – 4,000 households served with an average cost of \$5760 per household. Service would ramp up to provide prevention to additional households with supportive services and financial assistance.			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need	Funding Need	Funding Need
	<p>\$3,600,000 – Legal Service for 1,500 participants. This increase will allow for additional prevention participants to receive legal services. \$60,000 - Study of homeless prevention efficacy and efficiency as well as identification of promising practices.</p> <hr/> <p>FY 18-19 \$31,680,000 – 5,500 households served with an average cost of \$5760 per household. Service would ramp up to provide prevention to additional households with supportive services and financial assistance. \$5,400,000 – Legal Service for 2,250 participants. This increase will allow for additional prevention participants to receive legal services. \$60,000 - Study of homeless prevention efficacy and efficiency as well as identification of promising practices.</p>		
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p style="text-align: center;">FY 17-18: 1875 FY 18-19: 4000 FY 19-20: 5500</p>		
7.	<p>What will be the impact if projected funding need is not met? Prevention for households without minors and non-veterans is not funded currently. If funding is not provided it would impact not being able to intervene and support single adult households that are at high risk of becoming homeless.</p>		
8.	<p>If requested level of funding is provided, what will be done? It would be ideal if A1, A5, and B3 funds could be braided to provide maximum flexibility in serving households with rapid re-housing and prevention. Both SSVF and HPRP braided these funding sources, and learned that the benefit of flexibility greatly outweighs the benefits of population-specific or program-specific funding. In many cases, households being served with prevention are forced to relocate into new housing and so benefit from access to multiple program-types. For example, the 3-Year study of HPRP found that 60% of participants were provided prevention assistance. The 2014 SSVF Annual report found that programs served 40% of participants with prevention, with an average household size of 1.55 persons (including both adult and households with minors). Research has found that 1% of all programs utilize both rapid re-housing and prevention services. This does not include participants that lose housing upon exit and re-enter SSVF. Yet the benefit can be found in allocating funds for prevention instead of rapid re-housing. If the PIT count decreases, the need for prevention will likely increase. SSVF providers have the flexibility to increase prevention assistance in communities that have decreased the number of homeless Veterans, which means that services can meet the needs of the household. This approach should be considered in Los Angeles County. Alternately, if funds are not braided, LAHSA would work to contract with providers in SPA 1-8 to provide services.</p>		
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? N/A</p>		

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
B. SUBSIDIZE HOUSING				
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI. Per CEO, amount subject to change.	\$5.138 M	\$5.138 M	\$5.138 M
1.	Date Strategy was/will be implemented and began/will begin providing services	Date Implemented: June 30, 2016 Service Start Date: (DHS): June 30, 2016 (DPSS): June 30, 2016		
2.	How many individuals have been served under this strategy since Implementation?	DPSS: 180 DHS: 55 (unduplicated through 12-31-16)		
3.	What is the cost per client since implementation?	DPSS: \$400/per month/per client/subsidy cost only, no case management DHS: \$1,500/per month/per client/average cost of a long term rental subsidy plus intensive case management services for clients that have significant health and behavioral health challenges.		
4.	Reason for Funding Request (please check only one): <input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: This funding will allow DPSS to continue to provide the following: 1) Housing subsidies at \$475/mo for 833 homeless, disabled General Relief (GR) participants who are heavy users of county services, eligible for and pursuing Supplemental Security Income (SSI). 2) One-time only move-in costs at \$500 for and estimated 65 homeless, disabled General Relief (GR) participants each month who are heavy users of county services, eligible for and pursuing SSI. Note: The amount of Interim Assistance Reimbursement (IAR) attributable to housing subsidies received by individuals ultimately approved for SSI will be reinvested for additional subsidies. DHS does not need on-going B1 funding beyond the current one-time HPI funding they have received for FY 2016-17.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 \$5.138 M includes the following: \$5.138 M administered by DPSS to provide 833 homeless, disabled GR participants who are heavy users of county services, eligible for and pursuing SSI housing subsidies at \$475/mo for 12 months and \$500 one-time only move-in costs for an estimated 65 participants per month. It is likely that some portion of the total requested Measure H funding approved for FY 2017-18 will not be spent in FY 2017-18 due to the time needed to ramp up.			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need	Funding Need	Funding Need
	FY 18-19 \$5.138 M includes the following: \$5.138 M administered by DPSS to provide 833 homeless, disabled GR participants who are heavy users of county services, eligible for and pursuing SSI housing subsidies at \$475/mo for 12 months and \$500 one-time only move-in costs for an estimated 65 participants per month.		
	FY 19-20 \$5.138 M includes the following: \$5.138 M administered by DPSS to provide 833 homeless, disabled GR participants who are heavy users of county services, eligible for and pursuing SSI housing subsidies at \$475/mo for 12 months and \$500 one-time only move-in costs for an estimated 65 participants per month.		
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: At least 833 total unduplicated DPSS clients FY 18-19: At least 833 total unduplicated DPSS clients FY 19-20: At least 833 total unduplicated DPSS clients		
7.	What will be the impact if projected funding need is not met? Fewer homeless, disabled individuals will receive the housing and support they need to remain stable, which will reduce the number of such individuals who are able to complete the SSI application process. Subsequently, many of these individuals will be unable to maintain their own permanent housing and lapse back into homelessness.		
8.	If requested level of funding is provided, what will be done? At least 833 homeless, disabled individuals on average per month will be housed, pursuing SSI with an increased potential for approval, and with reduced usage of total County services.		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? A \$75 proposed increase in the current \$400 per month housing subsidy included in this funding request. (\$400 current subsidy + \$75 increase = \$475 total per month/person)		

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need 1,084,340	Funding Need 2,084,340	Funding Need 2,084,340
B. SUBSIDIZE HOUSING				
B4	Facilitate Utilization of Federal Housing Subsidies	Enhancements to be implemented on 7/1/17 contingent upon additional funding award as described below.		
1.	Date Strategy was/will be implemented and began/will begin providing services	Date Implemented: 5/18/16 Service Start Date: 5/18/16		
2.	How many individuals have been served under this strategy since implementation?	115 successfully leased with an additional 21 in the final leasing stages		
3.	What is the cost per client since implementation?	\$3,389.55		
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need:</p> <p>On February 9, 2016, HACoLA was awarded \$2 million to cover a 24-month period and was specifically tasked with the development and implementation of an incentive program using the previously established and already successful VIP model, but targeted to homeless individuals and families. This newly developed program was branded as the Homeless Incentive Program or HIP.</p> <p>HIP gives landlords the extra push to rent vacant units to the homeless population by offering program components that help families compete against the tight rental housing market and non-subsidized renters. HIP assists families in two major ways. First, landlords receive one month's free rent to hold their unit and consider accepting a family with a voucher. The owner may even receive funds when the family moves out, to prepare the unit for the next rental. Secondly, HIP provides the family with a listing of available units, preparation for the rental process, transportation to visit units, and financial assistance to cover the security deposit, utilities, and other move in costs.</p> <p>HACoLA currently administers both the Veterans Incentive Program (VIP) and the Homeless Incentive Program (HIP). Since VIP was already up and running when HACoLA received funding for HIP, we were able to quickly replicate the incentive program and begin helping homeless families. However, when comparing the success of VIP and HIP, even accounting for the fact that VIP has been in place longer, HACoLA realized that there were some unanticipated barriers that negatively affected owner participation in HIP. As such, HACoLA requested and was subsequently awarded more funding in order to implement additional incentives. With the additional funding, HACoLA will be able to address the following barriers:</p> <ol style="list-style-type: none"> 1. Negative stigma of homeless families- HACoLA has concluded that owners are more willing to assist homeless veterans than homeless non-veterans. Potential reasons for this may include the perception that non-veteran homeless families present a higher risk to landlords than homeless veterans. Some owners have expressed that the case management that veterans receive through the VASH program helps to ease their concerns that their unit will be properly maintained by the homeless veteran. Also, owners have expressed that they feel a sense of obligation to help homeless veterans because of their service to our Country, and therefore are more likely to rent to a veteran than a non-veteran. 2. Lack of financial resources- HACoLA's research has shown that non-veteran homeless families have on average, extremely low income, often much lower than their homeless veteran counterparts. This lack of resources hinders their search efforts as they cannot afford some units even with the voucher assistance. Also, they are unable to pay costs such as rental application fees, credit check fees, and ongoing utility costs. With the stiff competition for vacant units that already exists due to the historically low vacancy rate in the county, many homeless families simply cannot compete with other families on the open market. 3. Lack of case management- another advantage that homeless veterans have is the case management that accompanies their 			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need 1,084,340	Funding Need 2,084,340	Funding Need 2,084,340
	<p>VASH rental assistance. Non-veteran homeless families, especially the chronically homeless families being referred to HACoLA via CES have case management needs that are not currently being met. While CES may connect them with supportive services as needed, it is clear that they need more in depth involvement from HACoLA's housing specialists in order to be successful. With additional resources HACoLA could assign a dedicated housing specialist to each homeless family to guide them through the eligibility process, help them locate and secure a unit, and once the family has moved into the unit the housing specialist could intervene if needed to help the family retain their housing assistance.</p>		
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request):</p> <p>FY 17-18 HACoLA is not submitting funding request for FY 17/18 for the B4 programs as they were initially budgeted for two years as approved by the Board on February 9, 2016.</p> <p>However, HACoLA is submitting the funding request for this fiscal year to cover the proposed enhancements. The methodology for determining the projected funding need is attached.</p> <p>FY 18-19 The funding request for this fiscal year is twofold, because the initial two million dollar award will have been expended by this point. The initial award was meant to cover a 2 year program. In order to continue the incentive program in this fiscal year, HACoLA would need: 1,000,000 in funding to continue administering the existing program, and 1,084,340 funding to administer the proposed enhancements.</p> <p>FY 19-20 The funding request for this fiscal year is twofold, because the initial two million dollar award will have been expended by this point. The initial award was meant to cover a 2 year program. In order to continue the incentive program in this fiscal year, HACoLA would need: 1,000,000 in funding to continue administering the existing program, and 1,084,340 funding to administer the proposed enhancements.</p>		
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided? The expected number of clients served with these funds is based on the anticipated admission of new homeless families each year in various rental assistance programs such as Section 8 housing Choice Vouchers (HCV), Veterans Affairs Supportive Housing (VASH), and Shelter Plus Care/Continuum of Care (SPC/CoC). This number may fluctuate as new vouchers are awarded to HACoLA. For example, HACoLA recently received a new allocation for SPC/CoC to administer assistance to an additional 149 families.</p> <p style="text-align: center;">FY 17-18: 600 FY 18-19: 600 FY 19-20: 600</p>		
7.	<p>What will be the impact if projected funding need is not met? If the funding need is not met, it will lead to a reduction in the number of available units that HACoLA can secure with incentive money. This will also negatively impact the success rate of homeless applicants to lease a unit as there are additional barriers that HACoLA has discovered, namely the lack of money for ongoing utility costs, application fees, and credit check fees. Also, it is clear that there still a stigmatized view of homeless families that may dissuade owners from participating. The additional funds will help supplement our outreach efforts and offer more attractive incentives to solicit owner participation. Finally, the additional funds will allow for more comprehensive case management for homeless families once they are participating in the program in an effort to keep them housed. These dedicated housing specialist will help clients with their housing search, advocate with landlords on their behalf, offer training and resources to help the family become independent, and intervene on their behalf for matters that could potentially affect their continued housing assistance eligibility.</p>		
8.	<p>If requested level of funding is provided, what will be done? If the requested funding is awarded, HACoLA will further entice landlords to register their vacant units with HACoLA and rent to higher risk, homeless families. These funds may be used to negotiate a more affordable contract rent amount for the family by offsetting the owners rent request with additional incentive money. Additionally, HACoLA will offer additional incentives to insure a smooth transition</p>		

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need 1,084,340	Funding Need 2,084,340	Funding Need 2,084,340
	<p>into housing, including assistance for rental application fees, credit check fees and vacancy loss payments to owners whose tenants vacate the unit without proper notice, or if the family is evicted for good cause. Finally, this increased funding will allow HCoLA to staff a special Homeless Services unit. This unit will be comprised of housing specialists who will help homeless families with all aspects of the program from assistance with completing rental applications, unit location services, transportation, and ongoing case management to ensure continued participation.</p>		
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>in order to continue the incentive program and include the requested enhancements, strategy B4 should be revised as follows: Direct the Housing Authority of the County of Los Angeles (HCoLA) to develop the following ongoing program, subject to available funding under Measure H to encourage landlord acceptance of subsidized tenants with a Housing and Urban Development voucher issued by HCoLA:</p> <ol style="list-style-type: none"> 1. Damage Mitigation / Property Compliance Fund; 2. Vacancy payments to hold units; and 3. Security Deposit Assistance. 4. Housing Counseling and Retention services. 		

INCENTIVE	PROPOSAL	ANTICIPATED ANNUAL COST
HOUSING LOCATOR SERVICES:		
Counseling voucher/certificate holders	Housing Advisors will meet with applicants during voucher issuance sessions to determine housing needs (desired rental locations, possible barriers to obtaining housing, how to prepare to meet potential landlords, etc). Advisors will also provide transportation services.	Salary and benefits for the HA unit is \$578,000 annually (includes additional Antelope Valley satellite office staff person – 8 total staff) For the period of 1/2017 to 6/30/2017 HACoLA would need approximately \$250,000 to fund this enhancement.
Contingency funds	To further incentivize landlords to rent to homeless families, including higher risk families, additional funds are needed. HACoLA may offer an additional incentive as needed to secure units. Also, these contingency funds may be used to help advocate on behalf of families that pose a higher risk to landlords, such as those with prior evictions, bad credit, or other issues affecting their suitability as renters. Finally, these funds may be used to negotiate a more affordable contract rent amount for the family by offsetting the owners rent request with additional incentive money.	Additional \$500 to owners willing to hold units for homeless families. Estimate approximately 600 owners to receive incentive = not to exceed \$300,000 annually. For the period of 1/2017 to 6/30/2017 HACoLA would need approximately \$125,000 to fund this enhancement.
Payment of rental application and credit check fees	HACoLA will pay all applicable fees up to \$50 per application per person. Additional fees may be required if more than one adult is present in the family.	Up to \$50 per person to assist approximately 2 adults per household, with a maximum of 2 instances per family. Assistance will be provided to an estimated 600 families = \$120,000 (\$50 x 2 persons x 2 instances x 600 families) For the period of 1/2017 to 6/30/2017 HACoLA would need approximately \$50,000 to fund this enhancement.
HOUSING RETENTION SERVICES:		
Vacancy Loss Payments	HACoLA will provide owners with vacancy loss payments in the amount of one month are rent if the family vacates the unit without proper notice or if the family is evicted for good cause.	The average contract rent for participating families is \$1439. Assuming that roughly 10% of the 600 HACoLA expects to admit would fall into this category the estimated costs would be as follows. $\$1439 \times 60 = \mathbf{\$86,340}$ For the period of 1/2017 to 6/30/2017 HACoLA would need approximately \$35,975 to fund this enhancement.
Housing Counseling and retention services	Housing Advisors will intervene on client's behalf when there are issues that affect their continued eligibility for assistance. Housing Advisors facilitate additional supportive services for education on a number of topics related to maintaining their assisted unit. These services include credit counseling, maintaining a household budget, and exploring employment and educational opportunities.	There is no additional cost to fund this enhancement at this time.

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need \$7,766,000	Funding Need \$8, 519,480	Funding Need \$8, 523,064
B. SUBSIDIZE HOUSING				
B6	Family Reunification Housing Subsidies	\$1 Million non restricted plus \$2 million DCFS funds	\$2 Million reinvested DCFS funds	\$2 Million reinvested DCFS funds
1.	Date Strategy was implemented and began providing services 1/1/2017	Date Implemented: 1/1/2017 Service Start Date		
2.	How many individuals have been served under this strategy since Implementation?	12 enrolled and 5 housed		
3.	What is the cost per client since implementation?	Projected \$14,000 per family		
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: The Department of Children and Family Services (DCFS) has oversight of eighteen thousand children in out-of-home care throughout Los Angeles County. Families whose children are removed from their care lose eligibility to their CalWORKs cash grant, if there is no minor child remaining in the home. The removal of the children, as well as many other factors, could result in the family becoming homeless and children languishing in foster care for extended periods of time. A significant number of children in out-of-home placement could be reunited with their parents, if their parents were able to obtain and sustain suitable housing. The Family Reunification Housing Subsidy (FRHS) is Homeless Initiative B-6 and one of the strategies that were adopted to assist homeless individuals and families. FRHS was modeled after the success of the Families Coming Home Together (FCHT) pilot. FCHT was a pilot program to provide county wide housing services to court dependent Family Reunification clients. According to 2016 DCFS data, there are approximately 882 homeless families with 1,352 children in the DCFS system. The current funding of FRHS will allow for the enrollment and housing of about two hundred families. However, the current funding will only house 23% of those in need and who are eligible for CalWORKs welfare to work services. Additional funding is required to provide housing to the remaining population of 77% that does not qualify for CalWORKs welfare to work services. FRHS is currently funded for 3 million dollars in one time Los Angeles County funding with the ongoing foster care cost savings being re-invested back into the program to house additional families. The cost savings will be calculated based on the assumption that the children would have otherwise remained in placement for an additional 12 months. It is projected that the savings reinvested will continue to house families with children in foster care as they meet the program entry criteria. However, additional funding is needed to fund the 77% of estimated families in need that are not funded through FRHS. Measure H funding continues to be needed as there is also an unmet need to house families involved with DCFS that are homeless, but their children remain in their care, which is not included in this estimate. These families are comprised of the following DCFS components: <ul style="list-style-type: none"> • DCFS Voluntary Family Maintenance (VFM), which consist of homeless families with their children in their care, and are receiving voluntary services with no court intervention. • DCFS Family Maintenance (FM) cases which consist of homeless families with their children in care, but are under Dependency court jurisdiction. • DCFS Homeless families that are not eligible for CALWORKs welfare to work services. Additionally, Measure H funding is needed to demonstrate that DCFS has a county match to draw down the federal and state revenue. This request would add funding to the FHRS to house families not covered by the current funding. The funding would assist in reunifying children with their parent in a more expeditious manner, decrease the time children spend in foster care, and rapidly re-house families. Further, it is recommended that the funding be non-restricted, as based on HMIS data, it was determined that only 30% of families assisted have a parent that qualifies for CalWORKs welfare-to-work. The funding is currently structured where 2/3 of overall funding, which is provided by DCFS, is targeted to families where a parent qualifies for CalWORKs welfare-to-work. Based on the information that has been tracked so far, we anticipate that there will			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need \$7,766,000	Funding Need \$8, 519,480	Funding Need \$8, 523,064

be gaps in funding for families that are not CalWORKs welfare-to-work eligible, causing the one-time HPI funds to be expended quickly.

5. Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request):

In 2014, First 5 LA dollars were utilized to develop a pilot, Families Coming Home Together (FCHT) consisting of twenty five DCFS families that met all court orders and homelessness was the sole barrier to the return of the children. This pilot demonstrated the average cost to house a family, inclusive of case management and employment services is \$14,000. This pilot was successful in housing twenty three of the total twenty five families with costs totaling about \$322,000.

In 2016, the post pilot, Families Coming Home Together (FCHT) was funded \$250,000 and successfully housed fourteen DCFS families for approximately \$225,000. Although these results are great, this funding in no way addressed the total DCFS population in need of housing services. The FHRS is currently funded through 1 million dollars of one-time HPI funds and 2 million dollars of DCFS funds. The 2 million in DCFS funds will be reinvested annually through foster care savings of children that are housed. This funding should house 215 families in fiscal year 2017 - 2018 and 143 families in fiscal years 2018 - 2019 and 2019 - 2020. Based on the 2016 DCFS and DPSS data of over 882 families needing housing assistance, DCFS Calculated a conservative estimate of assisting 600 families each fiscal year at \$14,000 per year; a total of 8,400,000 dollars per fiscal year of additional funding would be necessary. This would be one million dollars less in year 2017 – 2018 assuming the one-time 1 million dollars in HPI funds are utilized during this period.

FY 17-18

As the Family Reunification Housing Subsidy (FRHS) county wide program just began on 1-1-17, a definitive projection of the need cannot be determined yet. However, based on data collected from the pilot and post pilot families served, it is estimated over eight hundred DCFS families are potentially eligible to receive housing services. Based on a conservative estimate of assisting 600 families, a total of 8,400,000 dollars per fiscal year of additional funding would be necessary.

The Community Development Commission (CDC) issued a Request For Proposal (RFP) for county wide services for FRHS and 8 agencies were selected to adequately meet the needs of DCFS families. As a result of program ramp-up and initial staff training, the CDC anticipates that 75% of the existing funding, or \$750,000, of the HPI 1 Million dollar allocation will be rolled over to FY 17-18. This would decrease the need in additional funding for FY 17 18 to 7,650,000 dollars, not including staffing.

In order to effectively meet the demand for countywide housing services, an additional 2 Children’s Services Administrators (CSA 1s) and one Intermediate Typist Clerk (ITC) would allow DCFS to manage this program and develop housing supports for families. The increase in CSA 1’s will allow sufficient support for the 8 SPAs and the ITC would provide assistance and track homeless referrals.

FY 17-18 Cost for unrestricted funding

ITE M CO DE	ITEM	FTE	NCC S&EB
908 6A 221	CHILDREN SERVICES ADMIN I	2.0	\$92,000
4A	INTERMEDIATE TYPIST-CLERK	1.0	\$24,000
TOTAL		3.0	\$116,000

- Note: Assume FY 18-19 and FY 19-20 will have 3% cola adjustment from the next negotiation, which has been added into the projection in those years below.

FY 18-19

\$8,400,000 in funding, plus \$ 119,480 in DCFS staffing costs, would need to be available to continue this activity to assist 600 families where a parent is need of housing in order to reunify with their child(ren). It is anticipated that the \$2 Million in DCFS funding from the prior year would generate sustainable funds through the formula and available for CalWORKs welfare-to-work families to house up to 200 families. The combination of these funding streams would generate adequate funding to potentially house up to 800 families for FY18 – 19. DCFS realizes not all homeless

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need \$7,766,000	Funding Need \$8, 519,480	Funding Need \$8, 523,064
	<p>families will be reunified due to numerous variables; however, it is anticipated these remaining dollars will result in an even larger increase in the number of future families housed as they enter the system and are possibly faced with homelessness due to losing their CalWORKs grant at the removal of their children.</p> <p>FY 19-20 \$8,400,000 in funding, plus \$123,064 staffing costs, would need to be available to continue this activity to assist 600 families where a parent is need of housing in order to reunify with their child(ren). It is anticipated that the \$2 Million in DCFS funding from the prior year would generate sustainable funds through the formula and available for CalWORKs welfare-to-work families to house up to 200 families. The combination of these funding streams would house up to 800 families for FY19 - 20.</p>		
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: 546 families FY 18-19: 600 families FY 19-20: 600 families</p> <p>The projected 71 families per \$1,000,000 in funding is based on the total proposed goal submitted by the providers selected from the RFP. The average cost per family is anticipated to be approximately \$14,000 per family, which is consistent with the cost per family on the Families Coming Home Together program funded with \$250,000.</p>		
7.	<p>What will be the impact if projected funding need is not met?</p> <p>Year one may result in an unmet need of over 500 families due to funding restrictions. Year two and three may result in an unmet need of 600 families per year, due to lack of funding to house families in need.</p>		
8.	<p>If requested level of funding is provided, what will be done?</p> <p>If the requested funding is provided, it will be made available to rapidly re-house families in order for children to be returned to the care of the parents and assist with sustaining ongoing housing and services for the family. In the long term, this will decrease stressors and the likelihood the children will be re-abused or neglected and return to foster care.</p>		
9.	<p>Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p> <p>If the additional non-restricted funding was available, modifications would not be needed to be made to the strategy. If funds are not available, we may need to turn away families that are in need of housing and children may remain in foster care.</p>		

Increase Employment for Homeless Adults by Supporting Social Enterprise		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
C. INCREASE INCOME				
C2	Increase Employment for Homeless Adults by Supporting Social Enterprise – Component 3	None	\$3 million	\$4 million
1.	Date Strategy was/will be implemented and began/will begin providing services	Target Implementation Date: August 2017 Target Service Start Date: August 2017		
2.	How many individuals have been served under this strategy since implementation?	Not yet implemented		
3.	What is the cost per client since implementation?	Not yet implemented		
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input checked="" type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: Many individuals who are homeless have the capacity to work with some basic ongoing supports. Alternate Staffing Organizations operated by Social Enterprise provide employment opportunities, coupled with supportive services to help individuals with obstacles to employment enter and advance in the workforce. Alternative Staffing Organizations (ASOs) act as intermediaries between employers and job seekers, helping employers attract and retain reliable, motivated workers and linking job seekers to competitive employment, opportunities for skills development and pathways to hire by employer customers. With the increase in rapid rehousing, opportunities to increase income will be vital in ensuring that an individual will be able to maintain his/her rent upon rapid rehousing subsidy ending.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 Current allocation of \$2 million has not been utilized and will carry-over to FY 17-18. Based on projected cost per client of \$2,000, funding for FY 17-18 will provide temporary employment for approximately 1000 individuals. FY 18-19 Upon fully ramping up, Alternate Staffing Organizations should be able to accommodate increased need for transitional employment opportunities. As such, based on projected cost of \$2,000 per client, for FY 18-19, requested funding of \$3 million will provide 1,500 individuals with temporary employment opportunities to gain work experience and support a transition to subsidized/unsubsidized employment. FY 19-20 Based on projected cost of \$2,000 per client, for FY 19-20, requested funding of \$4 million will provide 2,000 individuals with temporary employment opportunities to gain work experience and support a transition to subsidized/unsubsidized employment. Additionally, any unused funding from prior years could be used to support any further expansion of clients.			
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 1000 FY 18-19: 1500 FY 19-20: 2000			
7.	What will be the impact if projected funding need is not met? Individuals in need of supported employment will not receive supports needed to be successful and may experience difficulty keeping employment and/or transitioning to unsupported employment.			
8.	If requested level of funding is provided, what will be done? Increase opportunities for employment for homeless/formerly homeless individuals			
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? Not at this time.			

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
C. INCREASE INCOME				
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at risk of Homelessness	\$ 15,680,000	\$ 15,680,000	\$ 15,680,000
C5	Establish a Countywide Veteran's Benefits Advocacy Program for Veterans Experiencing Homelessness or at risk of Homelessness			
C6	Targeted SSI Advocacy for Inmates			
1.	Date Strategy was/will be implemented and began/will begin providing services		Date Implemented: April 1, 2017 Service Start Date: April 1, 2017 Expansion implementation date: July 1, 2017 Expansion Service start date: July 1, 2017	
2.	How many individuals have been served under this strategy since implementation?		0	
3.	What is the cost per client since implementation?		N/A	
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: This funding request aims to increase and enhance the current strategy to double the program size and provide additional supports. Many of the lessons learned from the previously funded BEST program and the SOAR model indicate that successful benefits advocacy programs include medical evaluation, linkage to housing and payee services that help clients manage their benefit once approved. Currently ongoing funding is allocated to this program at \$6.8 million annually. It does not cover many programmatic elements that will ensure successful SSI/SSDI applications and the stabilization of clients in permanent housing. As a note, this funding request does not include housing subsidies for permanent supportive housing; the funding request for that programmatic element is coming through Homeless Initiative Strategy D7 – which will work to complement the advocacy work of the benefits advocates in C4 by making subsidies available to this population if needed. However, we are requesting that the one-time funds for Homeless Initiative Strategies C5 and C6 be made available as ongoing funds in order to maintain services to the target populations. To increase the success of the program, DHS is requesting additional ongoing funding to add the following program elements: <ul style="list-style-type: none"> • Increase SSI/SSDI advocacy from 5,000 individuals to 10,000 individuals annually • Increase training and expand technical assistance for benefits advocates • Add comprehensive evaluation, record retrieval and appeals services for non-DPSS clients • Add medical and psychiatric evaluation services for all applicants • Payee services for clients that need help managing their cash benefits • Maintain veterans advocacy services • Maintain targeted SSI/SSDI advocacy for inmates The combined strategies are requesting an additional \$14.2 million, with the total combined budget at \$23.2 million for FY 17-18, FY 18-19 and FY 19-20. Strategies C4-C6 are currently funded at these levels: C4: \$6.8 million from the current allocation C5: \$1.2 million in one-time funds C6: \$1 million in AB 109 funds			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 11,200 clients served at \$1400 per client= \$ 15,680,000.00 FY 18-19 11,200 clients served at \$1400per client= \$ 15,680,000.00 FY 19-20 11,200 clients served at \$1400per client= \$ 15,680,000.00			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need	Funding Need	Funding Need
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 11,200 FY 18-19: 11,200 FY 19-20: 11,200		
7.	What will be the impact if projected funding need is not met? Countywide benefits advocacy will continue to provide services to eligible clients under strategy C4, but the number of clients served will be limited to 5000/year, rather than the projected need of 10,000. However, the program will not have the capacity to continue to serve disabled veterans and disabled individuals in custody facilities if funding is not made available at the current level. If funding need is not met, additional proposed programmatic elements will increase the successful SSI/SSDI applications and the stabilization of clients into housing and services.		
8.	If requested level of funding is provided, what will be done? The funding for the C5 and C6 strategy were allocated as one-time funds. Continuing funding for C5 & C6 at the same level will allow the benefits advocacy for veterans and jail inmates to continue without interruption of services. With the requested level of funding DHS will also add the following enhancements to the current benefits advocacy program: <ul style="list-style-type: none"> • The number of people assisted with SSI/SSDI advocacy will increase from 5,000 individuals to 10,000 individuals annually • There will be an increase in training and expansion of technical assistance for benefits advocates • Comprehensive evaluations, record retrieval and appeals services for non-DPSS clients will be available • Medical and psychiatric evaluation services for all applicants will be available • Payee services for clients that need help managing their cash benefits will be available 		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? Not applicable.		

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
C. INCREASE INCOME				
<i>C7</i>	<i>Subsidized Employment Program for Homeless Adults</i>	\$5.0M	\$5.15M	\$5.30M
1.	Date Strategy is targeted for implementation	Target Implementation Date: FY 2017-18 Target Service Start Date: October 1, 2017		
2.	How many individuals are projected to be served under this strategy?	Approximately 500 homeless adults per a year.		
3.	What is the projected cost per client upon implementation?	The estimated cost per person is approximately \$8,955 - \$ 10,000 for a six-month assignment.		
4.	<p>Please describe the proposed strategy:</p> <p>This enhancement could be implemented by DPSS as an augmentation of the existing General Relief Opportunities for Work (GROW) subsidized employment program with the South Bay Workforce Investment Board (SBWIB). This subsidized employment program currently provides subsidized employment to GROW youths, aged 18 to 24. The existing program design and infrastructure could be leveraged and expanded to provide services countywide to adults; however, the services will be specifically targeted to meet the needs of homeless adults. Examples of proposed services include:</p> <ul style="list-style-type: none"> • On-the-Job-Training (OJT), Paid Work Experience, or Classroom Training; • Provide job preparedness activities to homeless participants; • Provide ongoing case management and develop a customized plan that addresses the employment barriers they face; • Provide transportation and ancillary expenses, such as special tools, clothing/uniform, shoes, etc. • Provide ongoing support during transition to full-time employment; • Proactively mitigate issues that may arise in the workplace; and • Follow-up with individuals after placement in unsubsidized employment. 			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request):</p> <p>FY 17-18: We are proposing to provide six-months of subsidized employment to 500 homeless adults. The six-months allows time for on-the-job training and transitioning into unsubsidized employment. This would also mirror the CI strategy that provides six months of subsidized employment to homeless families.</p> <p>Currently, DPSS has a contract with the South Bay WIB for \$1.2 million to accommodate 101 GROW youths in a six-month subsidized employment program at minimum wage (\$8,955.23 per person for six months). We are proposing to amend this contract to add additional subsidized employment opportunities to single adults served through the C7 strategy.</p> <p>FY 17-18: cost to provide subsidized employment to 500 single adults is approximately \$4,447,615 (\$8955.23 x 500) to \$5.0 million (\$10,000 x 500).</p> <p>FY 18-19: Taking into account an increase due to 3% inflation, funding for FY 2018-19 would be approximately \$4,581,043.45 to \$5,150,000.</p> <p>FY 19-20: Taking into account an increase due to 3% inflation, funding for FY 2019-20 would be approximately \$4,718,474.75 to \$5,304,500.</p>			
6.	<p>Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <p>FY 17-18: 500 FY 18-19: 500 FY 19-20: 500</p>			

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
D. PROVIDE CASE MANAGEMENT AND SERVICES				
D2	Jail In-Reach	\$0 (will use existing allocated D2 funds)	\$1,112,707 (existing allocated D2 funds will cover approx. half of year)	\$2,225,414
1.	Date Strategy was/will be implemented and began/will begin providing services		Date Implemented: December 3, 2016 (first staff hired) Service Start Date: January 9, 2017	
2.	How many individuals have been served under this strategy since Implementation?		38	
3.	What is the cost per client since implementation?		Not available	
4.	<p>Reason for Funding Request (please check only one):</p> <p><input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need: This strategy has just begun implementation. Until we are able to assess the program's capacity with full staffing, we are operating under the belief that the current funding and staffing level will be sufficient to reach the total target population, and that expansion will not be required.</p> <p>The program: Four Housing for Health/Office of Diversion and Reentry-contracted community agencies are providing 3 homeless case managers each (12 total) to conduct jail in-reach to inmates who self-identified as homeless at jail intake. Four DHS Clinical Social Workers are coordinating the teams, and 4 Sheriff's Department Custody Assistants are assisting with inmate movement and escorting staff. Because D2 has no dedicated permanent supportive housing slots attached, the case managers are focusing on conducting VI-SPDAT assessments and entering clients into the Coordinated Entry System for prioritization into community housing resources, and will also be conducting general case management and reentry planning.</p> <p>The current percentage of inmates self-identifying as homeless at intake is 11%. In 2016 there were a total of 112,852 inmates booked into jail. If 11% are homeless, the total number of inmates to be served annually by D2 is estimated at 12,414, or 1,035 per month. With a 20-day work month, each of the 12 case managers would need to assess 4.3 inmates per day (52 per day total) to cover the entire homeless population. As some inmates will decline services and/or may not actually be homeless, we estimate this will be closer to 3 inmates to be assessed per day per case manager. We estimate this will allow case managers to also carry a caseload of approximately 10-20 clients each for ongoing case management at a given time. A portion of homeless inmates will not require ongoing D2 case management because they will be case managed by Jail Linkage program staff or Whole Person Care program staff.</p> <p>The initial one-time D2 funding was budgeted to last approximately 2 years. This funding will run out approximately halfway through FY 18-19. We are requesting half of the program costs for FY 18-19 and full program costs for FY 19-20.</p>			
5.	<p>Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request):</p> <p>FY 17-18 N/A</p> <p>FY 18-19 Half of the calculation below for FY 19-20 = \$1,112,707</p> <p>FY 19-20 Current S&EB for 4 Clinical Social Workers: \$410,596 Current S&EB for 4 Custody Assistants: \$454,000 Current cost for Housing for Health-contracted Intensive Case Management Services (ICMS) case manager, fully loaded including supervision,</p>			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need	Funding Need	Funding Need
	office supplies, etc. = \$108,000 per case manager per year (current cost) x 12 case managers = \$1,296,000 Total: \$410,596 + \$454,000 + \$1,296,000 = \$2,160,596 Apply 3% COLA to above costs = \$2,225,414		
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 9,931 FY 18-19: 9,931 FY 19-20: 9,931 This number is calculated by the total number of inmates booked into the jail in 2016 = 112,852 x 11% self-identifying as homeless = 12,414, and subtracting 20% (2,482) estimated to decline services or who are not actually homeless = 9,931		
7.	What will be the impact if projected funding need is not met? One-time funds allocated for D2 are expected to run out after 2 years of services, in the middle of FY 18-19. Services cannot continue past that date without additional funding.		
8.	If requested level of funding is provided, what will be done? Services will continue at the same level as envisioned in FY 16-17 and 17-18. Please see description in #4 above.		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? No.		

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need	Funding Need	Funding Need
D. PROVIDE CASE MANAGEMENT AND SERVICES				
D4	Regional Integrated Re-Entry Network	\$0 (will use existing allocated D4 funds)	\$0 (will use existing allocated D4 funds)	\$1,359,880
1.	Date Strategy was/will be implemented and began/will begin providing services		Date Implemented: Not yet implemented Service Start Date (target): June 2017	
2.	How many individuals have been served under this strategy since Implementation?		N/A	
3.	What is the cost per client since implementation?		NA	
4.	Reason for Funding Request (please check only one): <input checked="" type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: This strategy is targeted for implementation in June 2017. The proposed program design is to expand DHS Housing for Health Intensive Case Management Services (ICMS) contracts to hire an additional 12 homeless case managers from existing ICMS provider agencies. These staff will be embedded in and serve as resources to clinics participating in the Whole Person Care (WPC) reentry pilot, to provide homeless services expertise and case management for WPC reentry program clients experiencing homelessness.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 N/A FY 18-19 N/A FY 19-20 Housing for Health-contracted Intensive Case Management Services (ICMS) case manager, fully loaded cost including supervision, office supplies, etc. = \$108,000 per case manager per year (current cost) x 12 case managers = \$1,296,000. Apply 3% COLA to \$1,296,000 for FY 19-20 = \$1,334,880 Training costs for Reentry health care network clinic staff: 100 employees x \$250 each = \$25,000. Total: \$1,334,880 + \$25,000 = \$1,359,880			
	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 3,750 FY 18-19: 3,750 FY 19-20: 3,750 This number is calculated by the number of new Whole Person Care clients enrolled each month into the WPC Reentry program = 1,250 1,250 new clients per month x 25% expected to be homeless x 12 months per year = 3,750 total clients.			
7.	What will be the impact if projected funding need is not met? One-time funds allocated for D4 are expected to run out at the end of the second year of services (June 2019). Services cannot continue past that date without additional funding.			
8.	If requested level of funding is provided, what will be done? Services will continue at the same level as envisioned in FY 17-18 and 18-19. An expansion is not requested in future years based on the expectation that sales tax funding will also be used to expand the number of permanent supportive housing and intensive case management services slots available for this population. If that is the case, the D4 case managers will be able to more quickly connect clients with available housing slots and hand off the client to an ICMS provider associated with that slot for ongoing case management, decreasing the need for additional D4 case managers.			
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? No.			

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need \$622,728	Funding Need \$714,608	Funding Need \$714,608
D. PROVIDE CASE MANAGEMENT AND SERVICES				
D6	Criminal Record Clearing Project	\$622,728	\$714,608	\$714,608
1.	Date Strategy was/will be implemented and began/will begin providing services		Date Implemented: May 2017 Service Start Date July 01, 2018	
2.	How many individuals have been served under this strategy since implementation?		This is an expansion and enhancement of our service delivery model	
3.	What is the cost per client since implementation?		Negligible	
4.	Reason for Funding Request (please check only one): <input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation. <input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people. <input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided. <input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above. Please explain need: The County's Homelessness Initiative includes increased efforts to assist homeless persons with justice system barriers. The Public Defender is working with clients to provide assistance in resolving warrants and to provide other legal assistance to seek legal reductions and dismissals. We currently partner with LAHSA who will continue to connect public defender staff with service providers and clients to identify and assist homeless clients who need public defender services. This effort, while noteworthy, is a reactive service model that relies on the most disadvantage of our constituents to be aware and understand the various avenues for help available to them at the Public Defender's offices. We believe that the most effective way to implement strategy D6 (Record Clearing Project) would be to fund Public Defender outreach vehicles equipped with mobile office capabilities. These vehicles would partner with County and community based outreach teams to provide direct, one-stop services to our homeless clients such as expungement and other record clearing services on site in the field. The PD currently has mobility based IT solutions for mobile access to databases and technology that will permit immediate research, consultation and preparation of the required legal documents on site. This will allow the PD to begin immediately advocating on behalf of the clients to begin clearing their records.			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request): FY 17-18 See attached budget. FY 18-19 FY 19-20			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need \$622,728	Funding Need \$714,608	Funding Need \$714,608
6.	Please explain projected number of clients per FY that will be served if projected funding is provided? FY 17-18: 5,000 FY 18-19: 5,000 FY 19-20: 5,000		
7.	What will be the impact if projected funding need is not met? The department will continue to build on its collaboration with LAHSA to enhance services to the homeless of Los Angeles County.		
8.	If requested level of funding is provided, what will be done? Four fully equipped vans will be purchased and each staffed with a Deputy Public Defender II and a paralegal. Each van will be assigned to cover two SPA's and provided ongoing services.		
9.	Are there any modifications to current strategy which would be implemented if the requested level of funding were provided? No.		

Public Defender
Homeless Initiative Outreach Budget - Rounded Costs

Budget Summary	2017	2018	2019	
Vehicle 1 One-Time Cost	\$54,060.00	\$0.00	\$0.00	
Vehicle 2 One-Time Cost	\$54,060.00	\$0.00	\$0.00	
Vehicle 1 Recurring Cost	\$8,840.00	\$8,840.00	\$8,840.00	
Vehicle 2 Recurring Cost	\$8,840.00	\$8,840.00	\$8,840.00	
Vehicle Subtotal	\$125,800.00	\$17,680.00	\$17,680.00	
DPD II - Vehicle 1	\$171,000.00	\$171,000.00	\$171,000.00	
Paralegal - Vehicle 1	\$101,000.00	\$101,000.00	\$101,000.00	
DPD II - Vehicle 2	\$171,000.00	\$171,000.00	\$171,000.00	
Paralegal - Vehicle 2	\$101,000.00	\$101,000.00	\$101,000.00	
Intermediate Typist Clerk	\$76,464.00	\$76,464.00	\$76,464.00	
Intermediate Typist Clerk	\$76,464.00	\$76,464.00	\$76,464.00	
Staffing Subtotal	\$696,928.00	\$696,928.00	\$696,928.00	3 Year Program Total
FY 20116/17 Funding	-\$200,000.00			
Annual Total	\$622,728.00	\$714,608.00	\$714,608.00	\$2,051,944.00

Homeless Outreach Van Detailed Budget (cost per van)			
One-Time Equipment, Software & Supplies Cost:			
Equipment/Software/Supplies	Qty	Unit Cost	Cost
Outreach Vehicle (2017 Ford Transit Connect XL)	1	\$ 28,000.00	\$ 28,000.00
Vehicle Graphic Design (Vehicle Wrapping)	1	\$ 5,000.00	\$ 5,000.00
Panasonic ToughPad 10.1"	2	\$ 6,000.00	\$ 12,000.00
Executive Office Solutions Laptop Stand	2	\$ 50.00	\$ 100.00
Tablet Battery Charger	2	\$ 250.00	\$ 500.00
Canon Pixma iP110 Mobile Printer	2	\$ 150.00	\$ 300.00
TOUGH Carrying Travel Mobile Printer Case	2	\$ 50.00	\$ 100.00
Microsoft Office Professional 2016	2	\$ 500.00	\$ 1,000.00
FileMaker Pro 15	2	\$ 400.00	\$ 800.00
Program database & eForms (in hours by ADI**)	80	\$ 50.00	\$ 4,000.00
Lifetime 6' Utility Folding Table	1	\$ 110.00	\$ 110.00
Lifetime Foldable Chairs - 4 pack	1	\$ 150.00	\$ 150.00
Marketing: Banner, Pop-Up Tent, Table Cloth	1	\$ 2,000.00	\$ 2,000.00
		Total	\$ 54,060.00
Recurring Annual Costs:			
Item	Qty	Unit Cost	Cost
Vehicle Preventive Maintenance (2x/yr)	1	\$ 1,000.00	\$ 1,000.00
Adobe Pro DC - 1yr Annual Prepaid	2	\$ 200.00	\$ 400.00
AT&T 4G LTE Internal (\$75.00/mon/user)	2	\$ 1,000.00	\$ 2,000.00
Canon PGI-35 Twin Black & CLI-36 Color Ink (4 cartridges/yr)	8	\$ 50.00	\$ 400.00
Marketing: Business Cards, Brochure, Poster (Eng/Spanish); Pens	1	\$ 3,000.00	\$ 3,000.00
Fuel (See Chart Below)	12	\$ 170.00	\$ 2,040.00
		Total	\$ 8,840.00

Fuel Calculation:

- 2017 Ford Transit Connect XL: 15.8 Gallon Fuel Tank Capacity
 - Fuel Price (Regular): \$3.23/Gallon (Projected \$.36 increase in 2017)
 - 19 mpg
 - Average 1,000 miles/month
 - (1,000 miles/19 mpg) x \$3.23 gallon = est. \$170.00 each month

Clients Served Per Van

2,500 Per Year/48 per week

Focus Area / Strategy		Projected Funding Need		
		FY 17-18	FY 18-19	FY 19-20
		Funding Need \$16,328,200	Funding Need \$26,770,000	Funding Need \$26,770,000
E. CREATE A COORDINATED SYSTEM				
E14	Enhanced Services for TAY			
1.	Date Strategy was/will be implemented and began/will begin providing services		Date Implemented: August 2016 Services Start Date: October 2016	
2.	<p>How many individuals have been served under this strategy since Implementation? <i>*Data Period: Sept. 7, 2016 – Mar. 1, 2017. See Attachment A for breakdown by SPA.</i> <i>**Most Crisis Housing is funded by other Strategies and funding sources.</i></p>		<p>Regional Coordination (E14):</p> <ul style="list-style-type: none"> Assessed = 1,715* Housed = 417 <p>Rapid Rehousing for TAY (B3) = 82 Housing Navigation (E14) = 57 Crisis Housing in SPA 3 (E14**) = 5</p>	
3.	<p>What is the average cost per client since implementation***? <i>***Calculations are based on first four months of implementation.</i> <i>****Average cost is not available because youth moved into a range of short and long term housing resources, as well as family reunification, and the cost of each intervention varies.</i></p>		<p>Regional Coordination (E14):</p> <ul style="list-style-type: none"> Assessed = \$110.90 Housed = Depends on the Specific Housing Resource**** <p>Rapid Rehousing for TAY (B3) = \$6,260.57 Housing Navigation (E14) = \$2,600 Crisis Housing in SPA 3 (E14) = \$4,380</p>	
4.	<p>Reason for Funding Request (please check only one):</p> <p><input type="checkbox"/> Strategy Maintenance – Funding is needed to maintain existing strategy as is and continue its status quo operation.</p> <p><input type="checkbox"/> Strategy Expansion – Funding is needed to expand existing strategy to serve more people.</p> <p><input type="checkbox"/> Strategy Enhancement – Funding is needed to make qualitative changes to existing strategy to enhance services provided.</p> <p><input checked="" type="checkbox"/> Strategy Expansion and Enhancement – Funding is needed to support both expansion and enhancement as described above.</p> <p>Please explain need:</p> <p>Background According to 2016 Youth Count data, at least 3,540 young people up to age 24 experience homelessness on any given night in the LA Continuum of Care. See the Attachment B for a breakdown of the 2016 Youth Count numbers across SPAs. The Youth Count only represents a snapshot of a larger annual need. According to the 2016 Housing Inventory Count (HIC) data, only 1,114 beds and units exist across shelter, transitional housing, and permanent supportive housing (PSH) specifically targeting young people experiencing homelessness and housing instability. Of those resources, there were 209 shelter beds, 560 transitional housing beds, and 299 permanent supportive housing units specifically for young people experiencing homelessness. Furthermore, approximately half of the transitional housing beds can only serve former foster youth experiencing homelessness, and the PSH units are already filled.</p> <p>Strategy E14 directs LAHSA and the County CEO Homeless Initiative to Enhance Services for TAY by: 1) Supporting the expansion of the Coordinated Entry System for Youth (Youth CES); 2) Expand programs providing housing navigation, access/drop-in centers, shelter, aftercare, case management, and transitional housing for youth; 3) Design a pilot with mainstream systems to administer a Youth CES pre-screening tool; and 4) Work with the LA Coalition to End Youth Homelessness to increase and maximize collaboration between County agencies and community based organizations serving young people experiencing homelessness.</p> <p>Enhancing services for TAY (youth and youth adults, ages 16-24), experiencing homelessness and housing instability requires a multi-pronged approach to build resource capacity and develop a coordinated community response that leverages new as well as existing resources to ensure experiences of youth homelessness become rare, brief and non-reoccurring. To that end, the Coordinated Entry System for Youth (Youth CES) provides a foundation to: 1) provide safety and support to youth in crisis; 2) move youth off the street as quickly as possible; and 3) prevent homeless youth from becoming chronically homeless adults. Youth CES recognizes that while housing is a platform for stability, developmentally appropriate support services that meet the educational, employment, permanent connections, and overall health of young people experiencing</p>			

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need \$16,328,200	Funding Need \$26,770,000	Funding Need \$26,770,000
<p>homelessness are critical to preventing future homelessness and creating sustainable pathways out of poverty. See Attachment C: Preventing and Ending Youth Homelessness: A Coordinated Community Response.</p> <p>Impact of the Homeless Initiative – What has been accomplished so far? In December 2015, a total of \$5,000,000 in one-time funding was set aside by the LA County Board of Supervisors to enhance supports for transition age youth, ages 18-24, experiencing homelessness. Of that one-time funding, \$2,000,000 was specifically earmarked for Rapid Rehousing for TAY, and the remaining \$3,000,000 was allocated to support the expansion of Youth CES, and expand programs such as housing navigation, shelter, aftercare, case management, access/drop-in centers, and other housing programs.</p> <p>In June 2016, LAHSA released the CES for Single Adults and Youth RFP to solicit proposals from the community for the following program components: Regional Coordination, Crisis & Bridge Housing, Rapid Rehousing (RRH), and Housing Navigation & Case Management. These components were essential to expanding Youth CES to be Countywide and providing immediate support to youth in moving off the streets and into housing. Funding was split over two years to ensure some level of this one-time funding was guaranteed for a second year. Three agencies applied for and were awarded grants for Crisis & Bridge Housing. One agency per SPA was awarded a Regional Coordination grant to serve as the Youth CES Lead in the SPA. RRH for TAY contracts were awarded to ten agencies across all eight SPAs. Finally, four out of the five proposals received for Housing Navigation & Case Management, were awarded to provide TAY specific Housing Navigators in four SPAs. Most contracts began October 1, 2016, except for Regional Coordination, which began on Sept. 1, 2016 to ensure agencies had funding in place to hire staff that would be critical to expanding Youth CES through LA’s participation in The 100 Day Challenge on Youth Homelessness.</p> <p>The 100 Day Challenge on Youth Homelessness was hosted by A Way Home America (AWHA), an initiative building a national movement with communities, public agencies, and philanthropic partners to prevent and end youth homelessness. The 100 Day Challenge aimed to jumpstart youth homelessness efforts in three communities: Austin, Cleveland, and Los Angeles. In LA, the 100 Day Challenge brought in high quality technical assistance to support the implementation of Youth CES in all eight SPAs. In 100 days, 256 young people, were moved off the streets and into housing through Youth CES. Throughout the Challenge, key needs for capacity building, increasing coordination, and barrier busting were identified and have shaped the work ahead. To learn more about the outcomes of the 100 Day Challenge, see Attachment D.</p> <p>Building on the Gains – What is needed? The first component of Strategy E14 directs LAHSA and public agency partners to support the expansion of Youth CES. While Youth CES lead agencies have been funded in all eight SPAs for Regional Coordination, not all agencies were funded at the level requested, due to limited funding available. An expansion of Regional Coordination is included in the request under Strategy E7 – Strengthening CES. The second component of Strategy E14 recommends an expansion of programs serving youth experiencing homelessness and housing instability, including housing navigation, access/drop-in centers, shelter, aftercare/case management, and housing programs. An expansion of housing navigation is included in the request under Strategy E7, and specifies that peers should also be targeted to be hired as Housing Navigators. This would allow for the hiring of more Peer Navigators in each SPA. An expansion of shelter is included in the request under Strategy E8 – Enhance the Emergency Shelter System, which would bring to scale crisis and bridge housing models needed to provide safety and support to young people experiencing crises and consistent places to stay until a housing solution is identified. Increasing the crisis and bridge housing models would also allow for a diversity in models to meet the needs of special populations, including unaccompanied minors, LGBTQ youth, pregnant and parenting youth, CSEC youth, etc. Additional dedicated bridge housing beds for young people exiting institutions, including foster care and probation, are included in the proposal for Strategy B7. Regarding housing programs, an expansion of Rapid Rehousing for youth and young adults, including college students experiencing homelessness, is included in the request under Strategy B3 – Partner with Cities to Expand Rapid Rehousing. Creating prevention resources for individuals, including TAY, are proposed in Strategy A5.</p> <p>This proposal focuses on the enhancement and expansion of the following programs/resources:</p> <ol style="list-style-type: none"> 1. Housing Stabilization and Retention; 2. Youth Collaboration; 3. Transitional Housing Models for Youth; 4. SPA Level CES Homeless Liaisons at the LA County Office of Education (LACOE); 5. Family Reconnection Models; and 6. Access/Drop-In Center Enhancements 			
5.	Provide detailed justification, including methodology for determining projected funding need for each FY (attach additional support/documentations as needed to support your request):		

Focus Area / Strategy	Projected Funding Need		
	FY 17-18	FY 18-19	FY 19-20
	Funding Need \$16,328,200	Funding Need \$26,770,000	Funding Need \$26,770,000
FY 17-18			
<p>1. Housing Stabilization and Retention</p> <ul style="list-style-type: none"> No specific resources exist to provide housing stabilization and retention services to youth in housing. This is an issue when youth move into housing without the sufficient level of wrap around support services. For example, when young people move into shared housing arrangements without a subsidy, there are no specific resources to provide support services since the housing arrangement is outside of a funded program. Stabilization and retention services could provide housing-based support services, including conflict mediation. Funding for housing stabilization and retention, sometimes referred to as Aftercare, would provide specific staffing resources to ensure youth have the level of ongoing support that they need so they can continue to thrive in housing. Distribution of Housing Stabilization and Retention Specialists could be allocated using data from the Youth Count, Youth CES, and Housing Inventory Count (HIC). The case load of each Specialist may vary depending on the needs of the youth on their case load. The recommended case load for serving TAY in Rapid Rehousing is 15. If Housing Stabilization and Retention Specialists were providing supports to a mixed caseload, they may have the capacity on average to have 20 youth on their case load at any given time, which would allow for 1,600 youth to be served each year. Annual cost for 80 Housing Stabilization and Retention Specialists = \$6,609,600 Six month prorated funding amount = \$3,304,800 			
<p>2. Youth Collaboration</p> <ul style="list-style-type: none"> Ensuring the voices of youth with lived experience are a consistent and active part of the development, implementation, and evaluation of the system and programs that serve them is critical to the success of the young people and of the overall system and programs. LAHSA recently created a youth advisory to take on this role. The Youth Advisory for the LA CoC would create an ongoing space to hire youth to be part of the continuous quality improvement of the system and its programs. Costs would include youth stipends for 26 youth across LA County, trainings and meeting costs to support their consistent participation and professional development. Stipends would be provided to ensure young people are compensated for their time and input. Stipends would be provided to the young person at a per hour meeting rate of \$25 for approximately 60 hours of meetings throughout the year = \$39,000. Programmatic expenses that would include workshops, capacity building activities, and meeting costs. Utilization could begin immediately for Fiscal Year 17-18 beginning July 1, 2017 at the full budget amount. Annual Proposed Budget for Youth Advisory to the LA CoC = \$86,400 			
<p>3. Transitional Housing Models for Youth</p> <ul style="list-style-type: none"> Transitional housing (TH) models for young people experiencing homelessness provide safe housing with support services to identify permanent housing resources while moving forward on developmentally appropriate and critical milestones, such as a high school diploma, vocational training certification, and others. Transitional housing models are particularly critical for youth who are unable to sign a lease and/or are have special needs (i.e., unaccompanied minors, youth fleeing commercial or sexual exploitation (CSEC), pregnant and parenting youth, LGBTQ youth, etc.). Housing models for special populations, particularly unaccompanied minors, CSEC, and pregnant and parenting youth often require 24-hour staffing, and a high level of support services, which add to the average cost of programs even with significant leveraging. Local funding could allow for more flexible program designs to meet the diverse needs of young people experiencing homelessness and could include host homes and Foyer model sites. For example, TH models for unaccompanied minors could allow the young person to stay until school is completed, to prevent disruptions in school, where current programs are limited by age and/or length of stay, often limiting program stay to two years. Of the 3,540 youth counted during the 2016 Youth Count, 125 were found to be unaccompanied minors (under age 18); 3,157 are ages 18-24; and 258 are children of these age groups. One of the challenges with Youth Count data is counting the number of youth in schools who are experiencing homelessness. The Youth Count takes place during school hours and 			

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<p>privacy concerns for minor age youth as well as differences in the homeless definitions used by the Dept. of Education add to the challenges with counting this “hidden” youth population. As the Youth Count becomes more precise, the case for increasing and/or repurposing inventory will be evaluated.</p> <ul style="list-style-type: none"> There are approximately 560 transitional housing beds for youth and young adults in LA County that serve youth until age 21 or 24, depending on the program. Approximately half are funded by HUD CoC, and half of the total beds are limited to current or former foster youth. There are approximately 20 transitional housing beds funded in the LA CoC for unaccompanied minors. Transitional housing models are currently highly leveraged programs in order to provide an array of support services. The funding sources currently leverage the most are from the HUD Continuum of Care solicitation, the Runaway and Homeless Youth Act through the federal Health and Human Services agency, and the Independent Living Skills Program through the LA County Dept. of Children and Family Services, which is administered by LAHSA. All three of these highly competitive funding opportunities have different cycles for accepting proposals, and would require most new TH models to be created primarily through this funding source. LAHSA analyzed both current contract data and solicited data from agencies operating TH models in the community to estimate an average cost of a TH bed that assumes limited leveraging. The average cost was \$80 per bed per night. An expansion of 500 TH beds = \$15,768,000 An expansion of transitional housing models dedicated to Non Minor Dependents (NMDs) in the AB 12 program is also needed. The State allocation for TAY Housing for this subpopulation remains level, with no increases, while an estimated 120 youth exit foster care on a monthly basis and over 2,500 youth are currently in the AB 12 program. Only 262 beds are currently in operation for this population. DCFS recommends expanding dedicated resources for transitional housing models to bridge gaps not met by current AB 12 funding. Expansion of housing resources to serve AB 12 youth = \$1,000,000 Creating new sites is expected to require startup costs for light renovation and other capital costs. While this funding would be available for the entire County, it could be targeted for areas outside the City of LA that would not be able to access Capital funding from Measure HHH. LAHSA proposes a capital fund that could be rolled over for multiple fiscal years if funding remains available after the first fiscal year. Capital fund = \$2,000,000 500 beds for youth and young adults under age 25 = \$15,768,000 Dedicated beds for AB 12 Youth = \$1,000,000 Capital fund = \$2,000,000 Six month prorated funding amount (inclusive of the Capital Fund) = \$10,584,000 <p>4. SPA Level CES Homeless Liaisons at the LA County Office of Education</p> <ul style="list-style-type: none"> Critical to the long-term success of youth and young adults is education. Research shows that as a student’s basic needs are met, enrollment and attendance in school and academic achievement levels rise. Finishing high school and continuing to post-secondary school, job training, or into the work force will support young people to end their participation in the cycle of poverty and reduce the number of homeless youth that become homeless adults. The Dept. of Education mandates that all local education agencies (LEA’s), which are school districts and charter schools, must identify a McKinney-Vento Liaison, also known as a Homeless Liaison. This unfunded, federal mandate varies in approach by each LEA. The designated homeless liaison is charged with identifying homeless youth and ensuring they are connected to needed local and community resources to support their academic achievement. Although the role of the Homeless Liaisons is mandated, the liaison often serves additional roles within their LEA, such as Director of Student Service, foster youth liaison, and in very small districts – even the Superintendent. As a result, the support available to homeless students and their families to help navigate and advocate for needed school and community resources has been limited and uneven. As of June 2016, 62,931 homeless students were identified in LEAs across the county. These are youth ages 0-22 who have touched a K-12 school system in some manner via the federal McKinney-Vento Homeless Education definition. LA County is home to 80 different school district and 270+ charter schools. 			

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	FY 17-18	FY 18-19	FY 19-20
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<ul style="list-style-type: none"> • LEAs and county offices of education (COEs) can apply for the federal Education of Homeless Children & Youth (EHCY) grant through a competitive state process. The total federal funding for this grant is \$8,000,000 annually for the entire State of California which amount to \$30 per homeless student across the state. The maximum grant amount that can be applied for is \$250,000 per year which is only for LEAs with more than 5,000 homeless youth. The LACOE was fortunate to be selected as a grantee and currently receives \$250,000 annually for three years (\$750,000 total). At LACOE these monies fund 50% of one county-wide homeless liaison and one clerical support position; the remaining funds are utilized to purchase items such as schools supplies, and fund mini grants to districts that do not receive the EHCY grant. A total of 60 EHCY grants were allocated across the state for the recent 2015-2018 grant; 39 of these were to COEs. In LA County, only five school districts and LACOE were awarded the EHCY grant. • Funding SPA Level CES Homeless Liaisons would provide the infrastructure needed to coordinate resources and supports with the LA County Office of Education with the resources that exist through both Family and Youth CES sites, LEAs, community partners and local post-secondary entities. These CES homeless liaisons will be able to navigate and strengthen the currently tenuous connections between the LEAs and the CES sites. Currently, an LEA may make a direct referral to the local SPA CES site but have limited time and ability to follow up with the CES site and frequently just leave a message which may or may not receive a response. The primary goal for CES is to focus on housing services; CES personnel have limited time to follow up with LEA homeless liaisons to address next steps for the family, nor do they have time to focus on non-responsive referrals. Collaboration between these two entities has been difficult due to role and time constraints on both sides. This has left families and youth in unstable living situations with continued limited access to possible housing resources. For a HUD brief on the benefits of housing and education cross-systems collaboration, see Attachment E. • The benefit of a SPA Level CES Homeless Liaisons has shown promising outcomes in LAUSD. LAUSD is a large district with a lot of homeless youth- over 13,000. LAUSD has been able to leverage resources to provide a point of contact co-located at Family CES sites, however, they can only address the needs of the LAUSD students at those sites. That leaves 79 other districts without that same ability nor do they have the ability to leverage funding in the same way. LAUSD has been able to provide a model of how seamless services can be accessed by having this support on site. A LACOE CES Liaison would support then other districts and charter schools to better utilize this fantastic resource for families and fill the gap for the homeless students and families utilizing the CES process. • The placement of eight (8) LACOE CES Homeless Liaisons co-located at both the youth and family CES sites in each SPA will support the LEAs across the County as well as the work of the Family and Youth CES sites by: <ul style="list-style-type: none"> i. Being an identified partner between the LEA of the young person and their family and CES staff. The LEA may make a referral to CES for housing resources, and the LACOE CES Liaison can follow up with the CES staff, participate in care coordination, and/or look up information on HMIS. The LACOE CES Liaison will ensure that referrals are appropriate and expectations of the process are fully understood. CES staff are already overstretched and communication and collaboration with LEAs currently occurs on a haphazard basis. This position will maximize staff time on both sides and provide greater access to services for the youth and decrease “agency time”. ii. Addressing the educational needs of youth as they come into the site if not currently connected to school. The LACOE CES liaison will conduct a preliminary assessment to see the educational needs and make this direct referral to local resources needed and connect the youth and/or family into the school district for educational services. This will allow the CES staff to focus on housing needs of the youth and families. iii. The LACOE CES Liaison will also be able to provide additional supports as unaccompanied and transition age youth come to access services and be referred the local LEA for comprehensive, adult schools and local post-secondary schools for youth to re-engage or continue their education. • 8 SPA-Level LACOE CES Liaisons = \$1,040,000 (counselor position) or \$800,000 (for an educational aide position) • Six month prorated funding amount = \$520,000 or could be reduced to \$400,000 based on lower staffing level 			

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<p>5. Family Reconnection Models</p> <ul style="list-style-type: none"> Youth CES Dashboard data as of March 1, 2017 indicate that 100 young people (6%) moved off the street by moving in with family. However, family reconnection supports are not currently funded through the CoC, which leaves the young person and their family member(s) without any targeted supports to ensure the housing placement sticks. In fact, a number of those youth have re-entered shelter since their reunification with family. Family reconnection interventions have shown promising results locally, with programs like RISE, a program of the LA LGBT Center, and STRIVE, and intervention developed and tested by UCLA Professor, Norweeta Milburn, that connect young people experiencing homelessness back to family and provide wrap around support services for those families to ensure the reconnection lasts. National models of family reconnection are also showing promising outcomes, such as the Youth Villages Lifeset Program and Point Source Youth, which provide family finding, family reunification, and lifeskills training with youth. Providing reconnection services to families entails: <ul style="list-style-type: none"> Implementing a model that searches for and identifies extended family members and engages those family members to work towards ensuring that youth are connected to their family; Facilitating the emotional connections between youth and their family members; Intervening with youth to help them develop relational competencies and the skills needed to develop and maintain relationships; and Utilizing professionals to provide services to youth and their families to help them navigate conflict and challenges that may render a youth homeless or prevent reunification. Family reconnection programs can generally provide wrap around supports to a family from anywhere between 6 months to 1 year, depending on the needs of the family and the maximum time of the program. Scaling-up comprehensive family reconnection programs that target homeless youth would decrease the number of youth going into subsidized housing interventions and increase the long term benefits for youth as they are supported in strengthening their permanent connections with family. A family reconnection team per SPA would be connected to a homeless youth drop in center, and consist of a team of specialists who are trained in family interventions and includes: at least one licensed mental health professional and a designated staff person from the drop-in center that is working closely with the Youth CES partners. Programmatic costs would include training and technical assistance to each team. The 2016 Youth Count found 3,540 youth in the LA CoC alone. The implementation of Youth CES has helped to identify the possible types of interventions that an individual may need. Youth CES data from HMIS estimates approximately 21% of youth would be recommended for non-subsidized interventions, such as family reconnection and non-subsidized housing. However, the resources for youth in this category are solely dependent on the capacity of drop-in centers to meet their needs, and as established earlier, there are only two small family reunification programs for homeless youth in LA County. Applying Youth CES data to the youth count would estimate approximately 743 young people fall into the category where support services and non-subsidized housing would be explored to end their homelessness. Family reconnections with comprehensive supports could be a primary intervention to explore with youth in this category. 8 Family Reconnection Teams = \$3,024,000 Funding for Family Visits = \$50,000 Technical Assistance (TA) Costs for Year 1 = \$80,000 for Year 1 only Six month prorated funding amount + full TA cost = \$1,617,000 <p>6. Access / Drop-In Center Enhancements</p> <ul style="list-style-type: none"> Access and Drop-In Centers are hubs of support services that connect young people experiencing homelessness to an array of supports. Few access and drop-in centers exist across the County that specifically serve young people experiencing homelessness. However, access and drop-in centers that serve young people in the areas of employment or mental health services also serve young people experiencing homelessness and housing instability. Funding to enhance currently existing access and drop-in centers will increase the ability to leverage and provide comprehensive services, and support centers in serving as an access point for Youth CES. Enhancements may include 			

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<p>technology updates to ensure adequate tools for delivering the Youth CES initial assessment and HMIS access, or providing the space for co-location of Youth CES partners. They may also allow for an extension of hours of operation to better meet the needs of young people to access services at drop-in centers.</p> <ul style="list-style-type: none"> Funding to Enhance Access/Drop-In Centers = \$432,000 Six month prorated funding amount = \$216,000 <p>Total FY 17-18 for all Proposals (with Noted Six Month Prorated Costs) = \$16,328,200 or \$16,208,200</p>																															
<p>FY 18-19</p> <p>See justification detailed above. Any unallocated capital funds for TH Models would roll over. Total for full Fiscal Year = \$26,770,000</p>																															
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<p>6. Please explain projected number of clients per FY that will be served if projected funding is provided?</p> <table border="1"> <thead> <tr> <th></th> <th>FY 17-18:</th> <th>FY 18-19:</th> <th>FY 19-20:</th> </tr> </thead> <tbody> <tr> <td>Housing Stabilization & Retention</td> <td>800</td> <td>1,600</td> <td>1,600</td> </tr> <tr> <td>Youth Collaboration*</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Transitional Housing Models for Youth</td> <td>312</td> <td>625</td> <td>625</td> </tr> <tr> <td>SPA Level Homeless Liaisons at LACOE**</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Family Reunification Models</td> <td>120</td> <td>240</td> <td>240</td> </tr> <tr> <td>TOTAL</td> <td>1,192</td> <td>2,385</td> <td>2,385</td> </tr> </tbody> </table> <p>*Youth Collaboration does not have a caseload of clients. **SPA Level Homeless Liaisons at LACOE would be coordinating educational resources with the SPA and LACOE. The focus would be on system navigation and coordination of resources, and may not involve a case load of clients.</p>		FY 17-18:	FY 18-19:	FY 19-20:	Housing Stabilization & Retention	800	1,600	1,600	Youth Collaboration*	N/A	N/A	N/A	Transitional Housing Models for Youth	312	625	625	SPA Level Homeless Liaisons at LACOE**	N/A	N/A	N/A	Family Reunification Models	120	240	240	TOTAL	1,192	2,385	2,385			
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<p>7. What will be the impact if projected funding need is not met?</p> <p>Funding for youth experiencing homelessness has never been close to meeting the needs of youth on the streets. For example, in the June 2016 RFP to fund CES for single adults and youth experiencing homelessness, approximately 8% of the \$33 Million funding went to youth specific resources. While single adults experiencing homelessness far outnumber youth experiencing homelessness, the number of youth experiencing homelessness is manageable that a functional zero can be achieved by 2020 if resources could be scaled up to meet the need.</p>																															
<p>8. If requested level of funding is provided, what will be done?</p> <ol style="list-style-type: none"> Housing Stabilization and Retention – This would require an RFP Youth Collaboration – LAHSA has established a youth advisory. If funded, activities could begin immediately. Transitional Housing Models for Youth – This would require an RFP CES Homeless Liaisons at the LA County Office of Education – The scope of work would be developed in partnership with LACOE. LACOE would recruit and hire these positions. Family Reconnection Models – This would require an RFP for TA and providers to execute the program. Access / Drop-In Center Enhancements – This would require an RFP. 																															
<p>9. Are there any modifications to current strategy which would be implemented if the requested level of funding were provided?</p>																															

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	<p>Other communities have found the development of a Coordinated Community to Plan to End Youth Homelessness has been helpful to inform and refine ongoing programs, resources, and the overall system. LAHSA is committed to completing such a plan in parallel to bringing solutions to scale. If the requested level of funding were provided, funded resources would inform the plan and vice versa, as current data is already highlighting clear gaps that require immediate action. A plan to prevent and end youth homelessness would build on the gains and solidify a coordinated, cross-system framework with benchmarks to ensure that experiences of youth homelessness become rare, brief, and non-reoccurring.</p>		

ATTACHMENT A: Clients Served Under Regional Coordination - Breakdown by SPA

One key component of Regional Coordination is identifying entry points in the community for clients to access the Coordinated Entry System for Youth (YCES). To enter YCES, each client receives an initial assessment that helps YCES partners in the SPA to coordinate and prioritize housing and resources based on the needs of the client. The table below shows the number of young people who entered YCES from September 2016 and March 1, 2017.

SPA	Number of Unduplicated Youth Assessed	Percentage of Youth Assessed in SPA Compared to County
1	63	3.7%
2	255	14.9%
3	140	8.2%
4	489	28.5%
5	107	6.2%
6	464	27.1%
7	88	5.1%
8	83	4.8%
Not Assigned*	26	1.5%
TOTAL	1,715	100%

Data as of March 1, 2017

**SPA Not Assigned can occur when SPA data is not entered into HMIS. LAHSA has developed a strategy to fill this data gap when the SPA is not manually entered by the person delivering the initial assessment. Implementation is underway, and corrections are forthcoming.*