



MEASURE H

Citizens' Oversight Advisory Board

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 493, Los Angeles, California 90012

1st District Appointee
John Naimo

2nd District Appointee
Chancela Al-Mansour

3rd District Appointee
Christine Margiotta

4th District Appointee
Andrew Kerr

5th District Appointee
Rabbi Marvin Gross

Measure H Citizens' Oversight Advisory Board Meeting

COUNTY OF LOS ANGELES

DATE: Thursday, September 5, 2019
TIME: 1:00 p.m.
PLACE: Kenneth Hahn Hall of Administration
500 West Temple Street, Room 140A
Los Angeles, CA 90012

AGENDA

Director, Homeless Initiative
Phil Ansell

Advisory Board Liaison
Rowena Magaña

- I. Welcome & Introductions
- II. Approval of Minutes for the June 12, 2019 Regular Board Meeting
- III. Discussion and Consideration of Necessary Actions Regarding Right to Shelter (Peter Lynn, Los Angeles Homeless Services Authority and Chris Ko, United Way of Greater Los Angeles)
- IV. Measure H Funding and Outcomes (Phil Ansell, Chief Executive Office - Homeless Initiative)
 - a. Fiscal Year (FY) 2018-19 Measure H Final Expenditures
 - b. FY 2018-19 Measure H Outcomes - Quarterly Report #14
 - c. FY 2019-20 Key Metrics
 - d. FY 2020-21, 2021-22, and 2022-23 Measure H Funding Recommendations Process
- V. Leveraging Mainstream County Systems to Prevent Homelessness: Interim Report and Next Steps (Rowena Magaña, Chief Executive Office - Homeless Initiative)
- VI. Next Meeting Dates:
 - a. Thursday, December 5, 2019
 - b. Wednesday, March 11, 2020
 - c. Thursday, June 4, 2020
 - d. Thursday, September 3, 2020
 - e. Thursday, December 3, 2020
- VII. Public Comment
- VIII. Adjournment

Measure H Citizens' Oversight Advisory Board
Meeting Minutes
Wednesday, June 12, 2019
Kenneth Hahn Hall of Administration, 374A
500 W. Temple Street, Los Angeles, CA 90012

ATTENDEES

Advisory Board: Christine Margiotta (Chair), John Naimo, Renata Simril, Andrew Kerr, Rabbi Marvin Gross

County Staff: Phil Ansell, Rowena Magaña, Bill Taylor, and Noro Zurabyan

I. Welcome and Introductions

Ms. Margiotta called the meeting to order at 1:02 p.m. Quorum was met at the time the meeting was called to order with five members present.

II. Approval of Meeting Minutes

- The March 7, 2019, meeting minutes were approved without amendments.
- Public Comment: Each speaker was allowed one minute for public comment; one individual provided comments.

III. 2019 Homeless Count Results - Peter Lynn, Los Angeles Homeless Services Authority (LAHSA)

Mr. Lynn presented key findings and related research from the January 2019 Point-In-Time (PIT) Homeless Count. Highlights are as follows:

- Rising homelessness is a statewide challenge; the average increase in homelessness among reporting areas statewide is 35%.
- Los Angeles County housed more people than ever, yet there was a net 12% increase in homelessness between the 2018 and 2019 PIT counts.
- Housing placements increased 23% from last year (from 17,558 in 2017 to 21,631 in 2018) and more than doubled since 2014.
- Ms. Simril asked if the methodology for the count stays the same from year to year. Mr. Lynn answered that is does, with the caveat that the youth count methodology has been strengthened.
- 1/3 of LA households spend more than 50% of their income on rent.
- There was a 24% increase in youth homelessness.
- There was a 6.4% increase in family homelessness.
- There was a 17% increase in people experiencing chronic homelessness.
- There was an 8% increase in older adults experiencing homelessness.
- Black individuals in Los Angeles County are four times more likely to experience homelessness than the general population.
- More than half of unsheltered adults reported that this was their first time experiencing homelessness.
- Broad recommendations to reduce the inflow into homelessness include:
 - Increase affordable housing
 - Limit rent increases
 - Prevent unjust rental evictions

- Mr. Naimo asked Mr. Lynn if there is a way to conduct interim counts during the year. Mr. Lynn said sampling is possible; however, it would be at a significant additional cost.
- Rabbi Gross observed that the total count methodology has improved from prior years. Mr. Lynn confirmed that the count only has a 1% margin of error.
- Ms. Simril questioned how the County and LAHSA are using this data to evaluate the distribution of Measure H funds and how the County is addressing upstream issues that contribute to and increase the inflow of people into homelessness (e.g., the juvenile, criminal justice, and foster care systems). Mr. Ansell and Mr. Lynn indicated that there is a lot of good work being done to better address upstream and institutional issues that disproportionately release people into homelessness. They acknowledged and shared the sense of urgency regarding mainstream County systems and other big “in-flow” contributors, which are important areas that need to be worked on collectively.
- Public Comment: Three individuals provided public comments on this item.

IV. Homeless Inflow and Prevention - Janey Rountree, California Policy Lab (CPL) and Phil Ansell, CEO-HI

Ms. Rountree described the status of CPL’s work using County data to more effectively predict who are at highest risk of falling into homelessness; significant work has been done to identify high-risk characteristics from millions of clients served by the County.

- The building and refining of a predictive model includes analyzing the service patterns in five years of anonymous service data across several County departments and LAHSA that serve homeless clients. This analysis, testing, and refinement of a County predictive model has yielded a “at-risk” list of people with high relative probabilities of becoming homeless, which include “first-time homelessness” and “new homeless spell”.
- Some practical implications based on this initial predictive modeling work include:
 - Homelessness is an event that generally occurs within the first six-months of an economic or social shock.
 - There is value in focusing prevention strategies on various types of populations, such as those exiting incarceration, who measure significantly higher as likely to experience homelessness.
 - Insights into risk factors shed light on effective ways to customize prevention programs to needs.
 - There is significant value in proactively intervening with people who are at very high-risk (based on the model) before they become homeless, instead of relying on traditional approaches that only serve people after they experience homelessness, or who self-select and are screened based on an evaluation criterion.
 - Examining how to leverage scarce resources, customize, and deliver prevention interventions to people with higher-risk characteristics based on the model.
- Mr. Kerr asked how quickly this predictive model could be applied. Ms. Rountree said they are in the process of setting up pilots among the older adult population first, then within the re-entry populations, and then followed with other sub-populations.
- Rabbi Gross asked if there is a way to predict who is at-risk outside of the County system. Mr. Ansell indicated that the data set includes individuals who received or still receive CalFresh benefits, including those at 130% of the federal poverty level,

which is as far as our predictive modeling has gone to expanding prediction to a broader population.

- Mr. Ansell referenced the May 21, 2019 motion by Supervisors Kuehl and Hahn directing the CEO-Homeless Initiative, in collaboration with several County Departments, organizations, and experts, to conduct a comprehensive homeless prevention assessment within 90 days and to develop a prevention action plan based on that assessment within 120 days.
- Mr. Ansell also indicated there are five evaluations that will be completed by December 2019, which will assist in understanding the outcomes and effectiveness in the following areas:
 - Prevention
 - Outreach
 - Interim Housing
 - Rapid Re-Housing
 - Permanent Support Housing
- Public Comment: Six individuals provided public comments.

V. Measure H Funding and Outcomes: Phil Ansell, CEO-HI

a) Fiscal Year (FY) 2019-20 Measure H Approved Funding Allocations

Mr. Ansell discussed the FY 2019-20 Measure H allocations approved by the Board of Supervisors on May 14, 2019.

- Mr. Ansell noted that Measure H has two overarching goals with the first five years:
 - to permanently housed 45,000 individuals and family members, and
 - to prevent 35,000 individual and family members from falling into homelessness.
- Mr. Naimo said it would be helpful to establish targets for some of the key strategies at a level lower than the two overarching goals. This additional level of metrics would enable the Advisory Board and others to monitor the progress and effectiveness of the County's efforts. Mr. Ansell agreed and committed to share 2019-20 targets and 2018-19 actuals for additional key Measure H metrics.
- Mr. Kerr cited a report published by the California Legislative Analyst Office describing the factors that have been building, since the 1980s, which have contributed to the current affordable housing crisis.
- Rabbi Gross asked for more information regarding the increase in FY 2019-20 Measure H funding for Strategy C2/C7(Increase Employment for Homeless Adults). Mr. Ansell indicated that there was one-time non-Measure H funding supporting these strategies that have been exhausted and now need to be absorbed through Measure H. New funding has been allocated to implement recommendations from the Employment and Homelessness Taskforce.
- Rabbi Gross asked about the funding increase in Strategy D7(Permanent Supportive Housing). Mr. Ansell indicated that the increase is primarily attributable to increasing rents and Intensive Case Management Services costs.
- Rabbi Gross asked why there is a slight decrease in FY 2019-20 funding for Strategy E8 (Enhance the Emergency Shelter System). Mr. Ansell indicated that new State funding is being leveraged to support the significant overall increase in E8 since FY 2017-18.

- Rabbi Gross asked why there is a decrease in FY 2019-20 Measure H funding for Strategy F7 (Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals). Mr. Ansell explained that important work continues on this strategy, but additional funding has been reduced to respond to the demands on other key strategies supporting vital parts of the homeless services system.

b) Homeless Initiative Outcomes - Quarterly Report #13

Mr. Ansell presented the Measure H Quarterly Report #13, which described outcomes and other key developments between July 2017 and March 2019:

- 14,241 people have been permanently housed through Measure H.
- 25,458 individuals and family members been placed into crisis, bridge, and interim housing funded in whole (or in part) by Measure H.
- 1,422 participants exited Rapid Re-Housing and into permanent housing through Strategy B3.
- 2,789 individuals received interim housing after exiting institutions
- 4,361 began pursuing disability benefits through Strategy C4/5/6
- 1,060 inmates received jail in-reach services through Strategy D2
- 2,935 individuals were linked to new Intensive Case Management Services slots and 1,599 individuals were placed in permanent housing through Strategy D7.
- Public Comment: Four individuals provided comments.

VI. General Public Comments

Six individuals provided comments.

VII. Adjournment

Meeting adjourned at 4:00 p.m.

Minutes submitted by: Rowena Magaña and Bill Taylor

Minutes approved by: Jerry Ramirez

Right To Shelter Discussion Item

- Mark Ridley-Thomas and Darrell Steinberg Op-Ed in the San Francisco Chronicle (June 7, 2019):
<https://www.sfchronicle.com/opinion/openforum/article/Open-Forum-Homeless-crisis-demands-action-on-13963601.php>
- Steinberg Op-Ed in the Los Angeles Times (July 16, 2019):
<https://www.latimes.com/opinion/story/2019-07-16/op-ed-building-more-permanent-housing-alone-wont-solve-homelessness-in-california>
- Ridley-Thomas Position Paper (August 7, 2019):
<https://ridley-thomas.lacounty.gov/index.php/homelessness-deepening/>
- Ridley-Thomas and Steinberg Panel Discussion in San Francisco on “Right to Shelter” and “Right to Housing” (August 14, 2019):
https://m.youtube.com/watch?v=SJoH_rXE50k
- Ridley-Thomas and Steinberg Op-Ed in CalMatters (August 25, 2019):
<https://calmatters.org/commentary/california-should-make-clear-there-is-a-right-to-housing-not-simply-shelter/>

COUNTY OF LOS ANGELES FY 2018-19 ACTUALS MEASURE H EXPENDITURES 08/30/19									
PREVENT HOMELESSNESS									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
A1	Homeless Prevention Program for Families	LAHSA	\$ 6,000,000	\$ 1,282,000	\$ 1,360,000	\$ 1,413,000	\$ 1,094,000	\$ 5,149,000	\$ 851,000
A5	Homeless Prevention Program for Individuals	LAHSA	\$ 11,000,000	\$ 1,701,000	\$ 1,987,000	\$ 1,627,000	\$ 2,749,000	\$ 8,064,000	\$ 2,936,000
SUBSIDIZE HOUSING									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
B1	Provide Subsidized Housing to Homeless, Disabled Individuals Pursuing SSI	DPSS	\$ 6,258,000	\$ 1,077,000	\$ 936,000	\$ 863,000	\$ 932,000	\$ 3,808,000	\$ 2,450,000
B3	Partner with Cities to Expand Rapid Re-Housing	LAHSA	\$ 57,696,000	\$ 11,314,000	\$ 10,598,000	\$ 10,654,000	\$ 14,874,000	\$ 47,440,000	\$ 10,256,000
B3		DHS	\$ 15,304,000	\$ 3,984,000	\$ 4,273,000	\$ 3,672,000	\$ 3,375,000	\$ 15,304,000	\$ -
B4	Facilitate Utilization of Federal Housing Subsidies	LACDA	\$ 11,627,000	\$ 1,508,000	\$ 2,484,000	\$ 3,587,000	\$ 4,048,000	\$ 11,627,000	\$ -
B6	Family Reunification Housing Subsidy	DCFS	\$ 2,000,000	\$ 396,000	\$ 664,000	\$ 647,000	\$ 292,000	\$ 1,999,000	\$ 1,000
B7	Interim/Bridge Housing for those Existing Institutions	LAHSA	\$ 5,086,000	\$ 1,049,000	\$ 928,000	\$ 1,083,000	\$ 1,232,000	\$ 4,292,000	\$ 794,000
B7		DHS	\$ 16,715,000	\$ 3,716,000	\$ 3,939,000	\$ 4,290,000	\$ 4,758,000	\$ 16,703,000	\$ 12,000
B7		DMH	\$ 65,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 17,000	\$ 65,000	\$ -
B7		DPH	\$ 4,403,000	\$ 844,000	\$ 1,058,000	\$ 1,240,000	\$ 1,261,000	\$ 4,403,000	\$ -
INCREASE INCOME									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
C7	Subsidized Employment for Adults	WDACS	\$ 5,150,000	\$ -	\$ 1,130,000	\$ 1,482,000	\$ 2,538,000	\$ 5,150,000	\$ -
C4/C5/C6	Establish a Countywide SSI and Veterans Benefits Advocacy Program for People Experiencing Homelessness and At Risk	DHS	\$ 7,131,000	\$ 1,699,000	\$ 644,000	\$ 1,540,000	\$ 1,744,000	\$ 5,627,000	\$ 1,504,000
C4/C5/C6		DPSS	\$ 4,600,000	\$ 1,047,000	\$ 1,198,000	\$ 667,000	\$ 566,000	\$ 3,478,000	\$ 1,122,000
C4/C5/C6		DMH	\$ 949,000	\$ 260,000	\$ 230,000	\$ 263,000	\$ 196,000	\$ 949,000	\$ -
PROVIDE CASE MANAGEMENT AND SERVICES									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
D6	Criminal Record Clearing Project	PD	\$ 1,880,000	\$ 140,000	\$ 125,000	\$ 209,000	\$ 717,000	\$ 1,191,000	\$ 689,000
D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	DHS	\$ 45,999,000	\$ 11,005,000	\$ 13,899,000	\$ 14,228,000	\$ 6,866,000	\$ 45,998,000	\$ 1,000
D7		DMH	\$ 2,193,000	\$ 254,000	\$ 308,000	\$ 542,000	\$ 416,000	\$ 1,520,000	\$ 673,000
D7		DPH	\$ 1,108,000	\$ 30,000	\$ 28,000	\$ 76,000	\$ 181,000	\$ 315,000	\$ 793,000
CREATE A COORDINATED ENTRY SYSTEM									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
E6	Countywide Outreach System	LAHSA	\$ 21,759,000	\$ 4,978,000	\$ 4,777,000	\$ 5,307,000	\$ 6,670,000	\$ 21,732,000	\$ 27,000
E6		DHS	\$ 8,211,000	\$ 1,130,000	\$ 1,577,000	\$ 1,453,000	\$ 1,986,000	\$ 6,146,000	\$ 2,065,000
E6		DMH	\$ 147,000	\$ 44,000	\$ 45,000	\$ -	\$ -	\$ 89,000	\$ 58,000
E7	Strengthen the Coordinated Entry System	LAHSA	\$ 35,500,000	\$ 5,177,000	\$ 5,391,000	\$ 7,492,000	\$ 9,346,000	\$ 27,406,000	\$ 8,094,000
E7		CEO	\$ 3,500,000	\$ -	\$ 52,000	\$ 45,000	\$ 7,000	\$ 104,000	\$ 3,396,000
E8	Enhance the Emergency Shelter System	LAHSA	\$ 61,564,000	\$ 12,068,000	\$ 13,237,000	\$ 15,099,000	\$ 16,994,000	\$ 57,398,000	\$ 4,166,000
E8*		DHS	\$ 37,382,000	\$ 4,074,000	\$ 4,663,000	\$ 4,902,000	\$ 8,382,000	\$ 22,021,000	\$ 15,361,000
E8		DMH	\$ 66,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 64,000	\$ 2,000
E8		DPH	\$ 618,000	\$ 86,000	\$ 151,000	\$ 149,000	\$ 146,000	\$ 532,000	\$ 86,000
E14	Enhance Services for Transition Age Youth	LAHSA	\$ 19,000,000	\$ 2,428,000	\$ 3,391,000	\$ 3,510,000	\$ 6,470,000	\$ 15,799,000	\$ 3,201,000
	City of LA		\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000	\$ -
INCREASE AFFORDABLE/HOMELESS HOUSING									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
F7	Promote Development of Affordable Housing for Homeless Families/Individuals	LACDA	\$ 15,000,000	\$ 1,295,000	\$ 116,000	\$ 2,081,000	\$ 11,507,000	\$ 14,999,000	\$ 1,000
MEASURE H ADMINISTRATION									
STRATEGY	DESCRIPTION	AGENCY	18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
-	Administration	CEO	\$ 1,830,000	\$ 262,000	\$ 425,000	\$ 423,000	\$ 677,000	\$ 1,787,000	\$ 43,000
COMPREHENSIVE TOTALS									
ALL DEPARTMENTS/AGENCIES			18-19 H ALLOCATION	Q1 H EXPENDITURE (Actuals)	Q2 H EXPENDITURE (Actuals)	Q3 H EXPENDITURE (Actuals)	Q4 H EXPENDITURE (Actuals)	TOTAL H EXPENDITURE (Actuals)	18-19 VARIANCE (Difference of Allocation and Expenditures)
			\$ 412,241,000	\$ 75,380,000	\$ 79,646,000	\$ 88,576,000	\$ 110,057,000	\$ 353,659,000	\$ 58,582,000
REDUCTION FOR LAHSA CLAIMS FOR FY18-19 SERVICES PAID IN FY19-20									\$ 3,910,000
*REDUCTION DHS INTERIM HOUSING CAPITAL ROLLOVER - STRATEGY E8									\$ 15,349,000
REMAINING H-BALANCE									\$ 39,323,000

FY 2018-19 MEASURE H STRATEGY UNDERSPENDING SURVEY COMPILATION

In Fiscal Year (FY) 2018-19, out of \$412.2 million in Measure H funding allocated for individual strategies, \$39.3 million (9.5%) was not spent. In this context, the CEO identified all Measure H strategies with at least 10% underspending in the strategy for FY 2018-19.

For strategies with multiple lead departments/agencies, the 10% was calculated based on the allocation and expenditures for each lead. Overall, these strategies accounted for 84% of the total underspending in FY 2018-19.

The table below identifies the respective department/agency and strategy underspend percentage for strategies with at least 10% underspend in FY 2018-19. The tables on the following pages of this document include an explanation of the underspending from the respective lead department/agency.

FY18-19 Measure H Underspend – Strategies with 10% or Higher Underspend

Table

STRATEGY	AGENCY	FY 2018-19 TOTAL MEASURE H ALLOCATION	FY 2018-19 UNDERSPEND	UNDERSPEND PERCENTAGE
A1	LAHSA	\$6,000,000	\$831,000	14%
A5	LAHSA	\$11,000,000	\$2,814,000	26%
B1	DPSS	\$6,258,000	\$2,450,000	39%
B3	LAHSA	\$57,696,000	\$8,333,000	14%
B7	LAHSA	\$5,086,000	\$746,000	15%
C4/C5/C6	DHS/DPSS	\$11,731,000	\$2,626,000	22%
D6	PD	\$1,880,000	\$689,000	37%
D7	DMH	\$2,193,000	\$673,000	31%
D7	DPH	\$1,108,000	\$793,000	72%
E6	LAHSA	\$8,211,000	\$2,056,000	25%
E7	LAHSA	\$35,500,000	\$7,865,000	22%
E8	DPH	\$618,000	\$90,000	15%
E14	LAHSA	\$19,000,000	\$3,218,000	17%

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	LAHSA
Strategy:	A1 - Homeless Prevention for Families
Total Allocation/Underspend Total:	\$6,000,000/\$831,000
Underspend Percentage:	14%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	Major under spending was shared between family providers within SPA 4 and 6, all other providers had minimal underspend. As funding for prevention programs has steadily increased, some organizations have had internal struggles accurately budgeting, specifically within SPA6. LAHSA will conduct a deeper analysis amongst all A1 providers in relation to specific struggles around spenddown and will be providing Technical Assistance to organizations around how to accurately budget.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	With the increase of problem-solving expenses and additional technical assistance around programmatic budgeting, programs will spend all allocated funds in FY 19-20.

Department/Agency Name:	LAHSA
Strategy:	A5 – Homeless Prevention for Individuals
Total Allocation/Underspend Total	\$11,000,000/\$2,814,000
Underspend Percentage:	26%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	Traditional Rapid Re-housing providers began providing prevention services in the fourth quarter of FY 17/18. Prevention was a new program component for these providers, and most did not have a history of serving clientele who were imminently at risk. It was also not common knowledge within the community that participants should go to these providers to access prevention-based services. During this full first year of programming, providers had to adjust to serving within a new population and had to reach out to new areas of the community.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	With the increase of problem-solving expenses as providers have evolved to utilizing the prevention component next year LAHSA anticipates higher spending and enrollments that will align with funding allocated d for FY 19-20.

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	DPSS
Strategy:	B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income
Total Allocation/Underspend Total:	\$6,258,000/\$2,450,000
Underspend Percentage:	39%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>In FY 17-18, program enrollment needs exceeded the allocated funding expectation, and the Department requested additional Measure H funding of \$8M for FY 18-19 to meet the continued and increasing program demand.</p> <p>For FY 18-19, instead of the \$8M request, the Department received a one-time funding increase of \$1M to maintain its then program levels with the expectation to decrease program availability for FY 19-20.</p> <p>To address this shortfall, the Department instituted measures to eliminate cost increases, including suspending the program, in combination with attrition, to bring service levels into alignment with FY 19-20 tentative funding levels. With this strategy, underspending was necessary to address the one-time spending allocation.</p> <p>Details of the cost containment measures and other factors contributing to underspending are identified below.</p> <ul style="list-style-type: none"> • Program Suspension: From March 2018 to January 2019 rental subsidies were suspended due to the program exceeding capacity. <p>In February 2019, once new housing subsidy slots became available, the program started accepting new participants.</p> <p>The ramp up time for the period of February to June did not allow for the program to reach maximum operating capacity and therefore resulted in underspending for the FY.</p> <ul style="list-style-type: none"> • Program Attrition: In FY 17-18, initial attrition analysis findings indicated that the attrition rate would be low; however, the rate of attrition significantly increased in FY18-19. This attrition rate combined with suspension and ramp up time contributed to underspending. • Housing Challenges: Participants continued to face difficulties in securing affordable housing at the rate of \$575.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	The Department does not anticipate underspending in FY 19-20. In the last quarter of FY 18-19, an average of 84 participants secured housing. We will continue to monitor the approval of subsidies and the rate of attrition to maximize the Measure H funding.

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	LAHSA
Strategy:	B3 – Expand Rapid Rehousing
Total Allocation/Underspend Total:	\$57,696,000/\$8,333,000
Underspend Percentage:	14%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>Overall, there was significant progress in the spend down of rapid re-housing, with most programs being highly successful and a smaller portion having challenges in spending down funds.</p> <p>There are 16 projects for which HUD CoC funding was replaced with Measure H funding in the course of FY18-19. This group of programs averaged a 25% underspend; a portion of the challenge was due to a mid-fiscal year change in the contract and funding sources for those programs. CoC funding for these programs was replaced with Measure H funding, so that that CoC funding (which is ongoing) could be used for long term, durable permanent supportive housing rental subsidies under Strategy D7.</p> <p>There was a significant underspend in the contracts with the other three Los Angeles CoC's - Long Beach, Pasadena and Glendale. The funds within those programs have been rolled over into FY19-20.</p> <p>Of LAHSA's 57 contracts receiving B3 funding, 36 (63%) had an underspend of less than 10% and 22 (39%) had less than a 5% underspend. Of those with significant underspending, 8 (14%) that had an underspend greater than 25%.</p> <p>Providers identified two significant challenges/barriers in fully spending down funds:</p> <ul style="list-style-type: none"> • Ability to hire and retain staff. With new funding, there continues to be the challenge to fully staff up which impacts both expenditures for service staff and outcomes in moving participants into housing and utilizing financial assistance. • Los Angeles continues to face rental market constraints. The rental vacancy rate continues to be flat at around 4% in the county, and smaller units such as one-bedrooms and studios have an even lower vacancy. This contributes to increasing rents, marked by a 2.6% increase in average rent for a one-bedroom between the start of 2018 and 2019. These rental market challenges continue to increase the difficulty for participants to find affordable housing where the landlord is willing to accept them as a tenant.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	<p>Rapid Re-Housing spending continues to increase. Various strategies are being implemented to increase effectiveness in moving people into permanent housing and utilize financial assistance. Programs are entering FY 19-20 with a significant number of households that are already moved into permanent housing. This will allow for agencies to continue to increase spending in FY19-20.</p> <p>LAHSA will target additional technical assistance to agencies which had an underspend of more than 25% in the previous fiscal year. Strategies that have been implemented over the past year will allow for increased success in moving persons into permanent housing and fully utilizing the resources, such as the increased use of shared housing. The ability to spend down funds within this strategy are mostly contingent on participants being able to move into permanent housing and accessing the financial assistance portion of the program. LAHSA continues to enhance the mid-year adjustment of provider allocations, reallocating funds from agencies that are projecting to underspend to those who are projecting to fully spend down.</p>

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	LAHSA
Strategy:	B7 – Interim/Bridge Housing for those Exiting Institutions
Total Allocation/Underspend Total:	\$5,086,000/\$746,000
Underspend Percentage:	15%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>At the beginning of FY 18-19, LAHSA had allocated funding to support the operation of 255 beds of Bridge Housing for Persons Exiting Institutions. This funding was supported by both Measure H (B7) and one-time AB 109 funding. Due to operational and administrative barriers associated with the AB 109 funding, the portfolio of Bridge Housing for Persons Exiting Institutions was reduced to 229 beds (providers reducing contracts and/or turning down funding). Under-spend issues persisted with the AB-109 funding due to eligibility, enrollment, and billing issues.</p> <p>To improve the performance of LAHSA's Bridge Housing for Persons Exiting Institutions programs, LAHSA received approval from County CEO during the middle of FY 18-19 to return LAHSA's allocation of AB 109 funding and fully replace it with Measure H (B7). The new B7 funding was available retroactively to July 1, 2018 – contracts were amended to fully replace the AB 109 funding with B7. However, as programs had already billed and invoiced, the first and second quarter expenditures in B7 are lower in comparison with quarters three and four – when the funding was fully replaced with B7. As evidenced by the quarterly spending reports, LAHSA's invoicing for the B7 portfolio increased in Quarters 3 and 4.</p>
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	LAHSA anticipates full expenditure of this funding in FY 19-20, in part due to the funding for this program being fully supported by Measure H for all of this fiscal year. Additionally, LAHSA's funding recommendation to the County reflected a reduction of beds from 255 to 229 – requesting funding to support currently contracted beds.

Department/Agency Name:	DHS/DPSS
Strategy:	C4/5/6 – Countywide Supplemental Security/Social Security/Disability Income and Veterans Benefits Advocacy
Total Allocation/Underspend Total:	\$11,731,000/\$2,626,000
Underspend Percentage:	22% (Cumulative underspend from the entire strategy allocation to both DHS/DPSS)
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	For FY18-19, DHS' underspending is attributed to its County-staff vacancies that were temporarily unfilled, in addition to the staff vacancies of its contracted services providers.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	For FY 19-20, DHS does not anticipate underspending, as its FY 18-19 County-staff vacancies have been filled and/or are currently being filled. DHS is actively working with its contracted services providers to fill contracted-staff vacancies by the end of September 2019.

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	PD
Strategy:	D6 – Criminal Record Clearing Project
Total Allocation/Underspend Total:	\$1,880,000/\$689,000
Underspend Percentage:	37%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	The underspending was due to the onboarding of PD and City Attorney staff, and an employee being on leave for two (2) quarters.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	No. The causes of underspending in FY 2018-19 were specific to FY 2018-19.

Department/Agency Name:	DMH
Strategy:	D7 – Provide Services for Permanent Supportive Housing
Total Allocation/Underspend Total:	\$2,193,000/\$673,000
Underspend Percentage:	31%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>The underspending that occurred in FY 18-19 can be attributed to the following:</p> <ol style="list-style-type: none"> 1) Slow Ramp Up - The contract amendments for four of the new Measure H Full Service Partnership (FSP) service providers were not finalized until late May/June 2019, which compromised the ability of these contracted dollars to be spent in FY 18/19. In addition, the three Measure H FSP service providers whose contracts were in effect July 2018 reported issues with the initial hiring and/or retention of staff that affected their ability to fully expend their funding over the course of the fiscal year. 2) Permanent Supportive Housing (PSH) Development Issues – There were PSH developments that DMH projected would be in the pipeline for FY 18-19 that did not end up leasing-up in FY 18-19, which meant the Measure H FSP services that were budgeted for the developments could not be implemented. In addition, there were some PSH developments that did lease-up in FY 18-19 that did not end up needing the Measure H FSP services that were budgeted for them. 3) Claiming Issues – Services and Supplies expenses were budgeted that did not end up being claimed by the Department such as space and utilities. In addition, contractor expenditures are not finalized by DMH's Finance Division until 15 months following the end of the fiscal year which contributes to a delay in these expenditures being claimed. <p>Recognizing these issues, DMH worked with the CEO to shift \$4M in unspent dollars to DHS, prior to the end of the fiscal year, which DHS was able to claim in its entirety for Strategy D7. The remaining FY 18-19 balance of \$673K is made up primarily of dollars that were already contracted to D7 Measure H FSP providers (\$590K) and could not be shifted to DHS as a result.</p>
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	DMH does not anticipate its FY 18-19 underspending will be predictive of its FY 19-20 spending given the increased number of Measure H FSP service provider contracts that are now in place. Additionally, in recognition of the underspending that occurred in FY 18-19, DMH requested its FY 19-20 D7 budget be reduced. Furthermore, DMH program and fiscal staff recently met to discuss claiming issues and ways to better maximize claims. This includes the generation of new reports that will allow the DMH staff overseeing the Measure H Housing FSP program to better monitor claims throughout the fiscal year and engage in conversations with contractors regarding expenditures.

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	DPH
Strategy:	D7 – Provide Services for Permanent Supportive Housing
Total Allocation/Underspend Total:	\$1,108,000/\$793,000
Underspend Percentage:	72%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>In Quarters 1 and 2, the Departments of Public Health, Substance Abuse Prevention and Control (DPH-SAPC), Health Services (DMH) and Mental Health (DMH) worked towards identifying Permanent Supportive Housing (PSH) sites that would benefit from substance use disorder (SUD) navigators under the Client Engagement and Navigation Services (CENS) program. Through this process DPH-SAPC, DMH and DHS identified 63 PSH sites that would integrate SUD navigation services.</p> <p>As a result, the majority of the 63 colocations/connections were established in Quarters 2 and 3. The underspending of strategy D7 can be attributed to: 1) hiring and onboarding of CENS navigators in the 2nd and 3rd quarters; and 2) delays in the lease- up process of selected PSH sites.</p>
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	Underspending is not anticipated in FY19-20. Currently the eight CENS providers have identified and hired navigators designated and providing ongoing services at the 63 PSH sites. Further, DPH-SAPC anticipates serving additional PSH sites in FY 19-20. The total number of sites will be collaboratively determined by DHS, DMH and DPH-SAPC.

Department/Agency Name:	LAHSA
Strategy:	E6 – Expand Countywide Outreach System
Total Allocation/Underspend Total:	\$8,211,000/\$2,056,000
Underspend Percentage:	25%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	Challenges included the scale up and hiring of the newly launched LAHSA HET Weekend Teams (8 teams) and related internal infrastructure in FY 18-19. Further, underspending occurred due to open positions for both LAHSA and contracted providers in light of the competitive employment market across all providers.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	As there is no planned increase in outreach staff in FY 19-20, LAHSA and contracted agencies will not be faced with the challenges presented by significant ramp up seen in previous years.

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	LAHSA
Strategy:	E7
Total Allocation/Underspend Total:	\$35,500,000/\$7,865,000
Underspend Percentage:	22%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>The underspending in this strategy was spread across various components:</p> <ul style="list-style-type: none"> • Approximately \$2.5 was for Technical Assistance and Training, which will roll-over into FY 19-20. • Approximately \$1 million was for the new Housing Location program, which was in program ramp up during 2018, and which also did not require the total amount of damage mitigation funds projected in the budget. • Approximately \$1 million was for Regional Coordination, as a result of high staffing turnover, due to a number of key staff moving to leadership positions at new agencies. • Approximately \$500,000 was for the Representative Payee program, as a result of new programming and staffing up. • Approximately \$100,000 for DV Coordination was underspent for ramp up and staff turnover. • The approximate \$1.8 million of underspend for Housing Navigation was due to changes in management that impacted hiring under the contract, as well as other issues that may have resulted from LAHSA -funded agencies subcontracting to other agencies.
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	No. There remains a significant need for Technical Assistance and Training, and much of the dollars rolled over are already committed to activities in FY 19-20. Housing Location has now been ramped up and PATH is increasing marketing of their programming. For underspending relative to staffing, LAHSA will continue hosting job fairs in order to connect candidates to positions. LAHSA will examine any themes in underspending relative to subcontracting to ensure this process does not impact spenddown in the future.

Department/Agency Name:	DPH
Strategy:	E8 – Enhance the Emergency Shelter System
Total Allocation/Underspend Total:	\$618,000/\$90,000
Underspend Percentage:	15%
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	Pending
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	Pending

**FY 2018-19 MEASURE H STRATEGY UNDERSPENDING
SURVEY COMPILATION**

Department/Agency Name:	LAHSA																											
Strategy:	E14 – Enhance Services for Transition Age Youth																											
Total Allocation/Underspend Total	\$19,000,000/\$3,218,000																											
Underspend Percentage:	17%																											
Please provide a thorough explanation for the underspending in the strategy that occurred in FY18-19:	<p>In fiscal year 2018-2019 (FY18-19), Strategy E14 funded the following components for Transition Age Youth: Youth Family Reconnection, Transitional Housing, Education Coordinators, Access Center Enhancements, Housing Navigation, and Regional Coordination. The below table lists the percentage of the remaining balance (allocation – expenditures) and the percentage of overall E14 funding, by component:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th><u>E14 Component</u></th><th><u>% of E14 Under-spending</u></th><th><u>% of Overall E14 Funding</u></th></tr> </thead> <tbody> <tr> <td>Housing Navigation</td><td>16%</td><td>5%</td></tr> <tr> <td>Regional Coordination</td><td>12%</td><td>4%</td></tr> <tr> <td>YFR</td><td>7%</td><td>8%</td></tr> <tr> <td>Access Center Enhancements</td><td>1%</td><td>Less than 1%</td></tr> <tr> <td>Transitional Housing</td><td></td><td></td></tr> <tr> <td><i>Transitional Housing Beds</i></td><td>58%</td><td>77%</td></tr> <tr> <td><i>Host Home Slots</i></td><td>6%</td><td>2%</td></tr> <tr> <td>Education Coordinators</td><td>0%</td><td>3%</td></tr> </tbody> </table> <p>As illustrated by the table above, the components with a larger portion of the under-expenditures for the strategy, compared to their portion of overall E14 funding, included Housing Navigation, Regional Coordination, and the Host Home subcategory of Transitional Housing:</p> <ul style="list-style-type: none"> • Housing Navigation and Regional Coordination funding was added midyear as a one-time supplement to existing contracts serving Youth. Several agencies operating these contracts, the expenditures for which are mostly personnel-related, did not fill additional staff positions until the second half of the fiscal year. • Host Home programs were funded beginning in quarter 3 of FY18-19. However, multiple agencies did not fill positions until quarter 4. <p>Transitional Housing, as the component with the largest portion of E14 funding (77%), closed FY18-19 with 90% of its allocation expended.</p>	<u>E14 Component</u>	<u>% of E14 Under-spending</u>	<u>% of Overall E14 Funding</u>	Housing Navigation	16%	5%	Regional Coordination	12%	4%	YFR	7%	8%	Access Center Enhancements	1%	Less than 1%	Transitional Housing			<i>Transitional Housing Beds</i>	58%	77%	<i>Host Home Slots</i>	6%	2%	Education Coordinators	0%	3%
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<i>Host Home Slots</i>	6%	2%																										
Education Coordinators	0%	3%																										
Is the FY18-19 underspending in the strategy predictive of the anticipated FY19-20 spending? If not, why not?	No. Underspending in FY 18-19 was due to one-time factors that do not predict underspending in FY 2019-20.																											



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

August 20, 2019

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

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

HOMELESS INITIATIVE QUARTERLY REPORT #14 (ITEM NO. 47, FEBRUARY 9, 2016 AGENDA)

On February 9, 2016, the Board of Supervisors (Board) approved the Los Angeles County Homeless Initiative (HI) recommendations, which included 47 Strategies to prevent and combat homelessness, and instructed the Chief Executive Office (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. On December 6, 2016, the Board approved four new Strategies as part of the Measure H ordinance and they are also included in the CEO's quarterly reports.

Attached is the HI's fourteenth quarterly report, which includes data from April 1, 2019, through July 30, 2019. The report shows that we are making measurable progress across all dimensions of the County's commitment to combat and prevent homelessness. Although there was an increase in the County's homeless population between 2018 and 2019, the increase was much smaller than the increase experienced by surrounding counties, which can be directly attributed to Measure H. The HI will continue to work closely with the County's partners and stakeholders to build capacity and serve many more of our homeless neighbors.

The next quarterly report will be provided on November 15, 2019.

Each Supervisor
August 19, 2019
Page 2

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or pansell@ceo.lacounty.gov.

SAH:FAD:PA
JR:MDC:tv

Attachment















c: Executive Office, Board of Supervisors
 County Counsel
 District Attorney
 Sheriff
 Alternate Public Defender
 Animal Care and Control
 Arts and Culture
 Beaches and Harbors
 Child Support Services
 Children and Family Services
 Consumer and Business Affairs
 Fire
 Health Agency
 Health Services
 Human Resources
 LA County Library
 Los Angeles County Development Authority
 Mental Health
 Military and Veterans Affairs
 Parks and Recreation
 Probation
 Public Defender
 Public Health
 Public Social Services
 Public Works
 Regional Planning
 Registrar-Recorder/County Clerk
 Workforce Development, Aging and Community Services
 Superior Court
 Los Angeles Homeless Services Authority



The Los Angeles County
HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

QUARTERLY REPORT #14
AUGUST 2019

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HOMELESS INITIATIVE: INTRODUCTION

Four years ago, the **Los Angeles County Board of Supervisors** made a bold move and created the County Homeless Initiative, which underscored homelessness as a **top regional priority**. With the creation of the Homeless Initiative and passage by voters of the landmark Measure H sales tax in March 2017 – which is generating an estimated \$355 million annually - we have accelerated our critical work to **improve the lives of individuals and families experiencing homelessness**.

While movements take time to build, **thousands of individuals and families** have already been helped through a **major expansion** of outreach, emergency shelter, rapid rehousing, and permanent supportive housing for homeless disabled adults – **in all parts of the County**.

This is a **community-wide undertaking** made possible only through **sustained collaboration** among dedicated service providers, County departments, civic leaders, cities, businesses, labor, faith-based institutions and community coalitions —and a galvanized public—who **share the mission to prevent and combat homelessness** in L.A. County.

The Homeless Initiative's **14th quarterly report** covering the period of July 1, 2017 thru June 30, 2019 report - **includes 24 months of Measure H outcomes** and shows that we are making measurable progress across the full scope of the **County's commitment** to combat and prevent homelessness. Although there was an increase in the County's homeless population between 2018 and 2019, the increase was much smaller than the increase experienced by surrounding Counties, which can be directly attributed to Measure H.

As the critical work continues, there is a **powerful sense of community and commitment** across Los Angeles County that, together, we can bring our homeless neighbors home and **achieve lasting change**.



HOMELESS INITIATIVE IMPLEMENTATION

Of the 51 HI Strategies approved by the Board, all **have been fully or partially implemented**, as reflected in Exhibit I. Implementation status and next steps for the 51 HI strategies can be found in Exhibit II.

16,003

PERMANENTLY HOUSED THROUGH
MEASURE H STRATEGIES SINCE
JULY 2017

PERMANENTLY HOUSED THROUGH MEASURE H STRATEGIES

A total of 16,003 **individuals and family members have been permanently housed** because of Measure H strategies since July 2017. During Fiscal Year (FY) 2018-19, 9,377 individuals and family members were permanently housed.

INTERIM HOUSING FUNDED IN WHOLE OR IN PART THROUGH MEASURE H STRATEGIES

A total of 31,837 **individuals and family members entered interim housing**, funded in whole, or in part, by Measure H since July 2017. During FY 2018-19, 18,323 individuals and family members were placed in interim housing facilities.

31,837

PLACED IN
INTERIM HOUSING
FACILITIES THROUGH MEASURE H
STRATEGIES SINCE
JULY 2017

A1 AND A5: HOMELESS PREVENTION PROGRAM FOR FAMILIES AND INDIVIDUALS

In FY 2018-19, **670 new families** were assisted with prevention services through the Family Solutions Centers. During the same time period, **775 families** exited the program and **689 (89 percent)** either retained their housing or transitioned into other permanent housing. In FY 2018-19, **1,133 new individuals** were assisted with prevention services. During that period, **872 individuals** exited the program and **813 (93 percent)** either retained their housing or transitioned into other permanent housing.

*All highlights feature data for FY 2018-19 unless noted otherwise.



HOMELESS INITIATIVE IMPLEMENTATION

B3: PARTNER WITH CITIES TO EXPAND RAPID RE-HOUSING (RRH)

5,065 RRH participants secured permanent housing, with or without a RRH subsidy. Of RRH participants who secured housing with an RRH subsidy, **1,413** exited the program to permanent housing. These participants represent **87%** of the **1,627** participants who exited the program to any destination.

1,413

**PARTICIPANTS EXITED RRH
INTO PERMANENT
HOUSING THROUGH B3**

B4: FACILITATE UTILIZATION OF FEDERAL HOUSING SUBSIDIES

The Los Angeles County Development Authority and other participating Public Housing Authorities throughout the County provided **\$4,207,723 in incentives** to landlords to help house **2,120** formerly homeless individuals and families with housing vouchers in a total of **1,863** units.

3,257

**INDIVIDUALS RECEIVED
INTERIM HOUSING AFTER
EXITING INSTITUTIONS**

B7: INTERIM/BRIDGE HOUSING FOR THOSE EXITING INSTITUTIONS

3,257 individuals discharged from institutions were provided interim housing.

C4/C5/C6: ESTABLISH A COUNTYWIDE SSI AND VETERANS BENEFITS ADVOCACY PROGRAM FOR PEOPLE EXPERIENCING HOMELESSNESS, OR AT RISK OF HOMELESSNESS

Countywide Benefits Entitlement Services Teams assisted **6,226 new disabled individuals** to pursue SSI and Veterans Disability Benefits.

6,226

**BEGAN PURSUING DISABILITY
BENEFITS THROUGH C4/C5/C6**

*All highlights feature all of FY 2018-19 unless noted otherwise.



HOMELESS INITIATIVE IMPLEMENTATION

D2: EXPANSION OF JAIL IN-REACH

1,349 homeless inmates received D2 Jail In-Reach services.

1,349

**INMATES RECEIVED JAIL
IN-REACH SERVICES
THROUGH D2**

D6: CRIMINAL RECORD CLEARING PROJECT

The Public Defender (PD) held **138 record clearing services events** throughout the County and the City Attorney (CA) held 56 record clearing events throughout the County. The PD engaged **897 clients** and filed **987 petitions** for dismissal or reduction. **554 petitions** filed by the PD (including some filed last FY) have been granted since July 2018. The CA engaged **1,211 clients** and filed **1,793 petitions** for dismissal or reduction. **1,102 petitions** filed by the CA (including some filed last FY, prior to Measure H funding) have been granted so far.

2,152

**INDIVIDUALS PLACED IN
PERMANENT HOUSING
THROUGH D7**

3,962

**INDIVIDUALS LINKED TO
NEW ICMS SLOTS
THROUGH D7**

D7: PROVIDE SERVICES FOR PERMANENT SUPPORTIVE HOUSING

3,962 clients were linked to new D7 Intensive Case Management Services (ICMS) slots (including 803 “D7-flex” participants in existing Permanent Supportive Housing (PSH) units who had insufficient supportive services and are now receiving D7 ICMS services to increase housing retention). 2,267 clients received federal rental subsidies, 1,573 clients received local rental subsidies, and 2,152 clients were newly placed in D7 permanent housing.

*All highlights feature all of FY 2018-19 unless noted otherwise.



HOMELESS INITIATIVE IMPLEMENTATION

E4: FIRST RESPONDERS TRAINING

729 Los Angeles Sheriff's Department (LASD) deputies and sergeants, **19** non-LASD law enforcement personnel, and **465** non-law enforcement first responders were trained using the LASD first responder training.

E6: COUNTYWIDE OUTREACH SYSTEM

10,905 individuals were **newly engaged** by Countywide Outreach Teams and **15,039 individuals** were engaged by Countywide Outreach Teams (including some who had also been engaged in previous reporting periods). Outreach teams connected **17,673 individuals** to services, placed **1,468 individuals** into interim housing, and linked **1,018 individuals** to a permanent housing program.

E8: ENHANCE THE EMERGENCY SHELTER SYSTEM

17,759 individuals entered crisis, bridge, and interim housing, funded in whole, or in part, by Measure H. During the same period, **3,971 individuals** exited interim housing to permanent housing, amounting to 27 percent of all exits from interim housing funded through E8.

3,285

**YOUTH ASSESSED USING THE
NEXT STEP TOOL**

E14: ENHANCED SERVICES FOR TRANSITION AGE YOUTH

3,285 youth were assessed using the Next Step Tool. **150 Transition Age Youth (TAY)** exited TAY transitional housing to permanent housing, amounting to **39 percent** of all exits during FY 2018-19.

*All highlights feature all of FY 2018-19 unless noted otherwise.



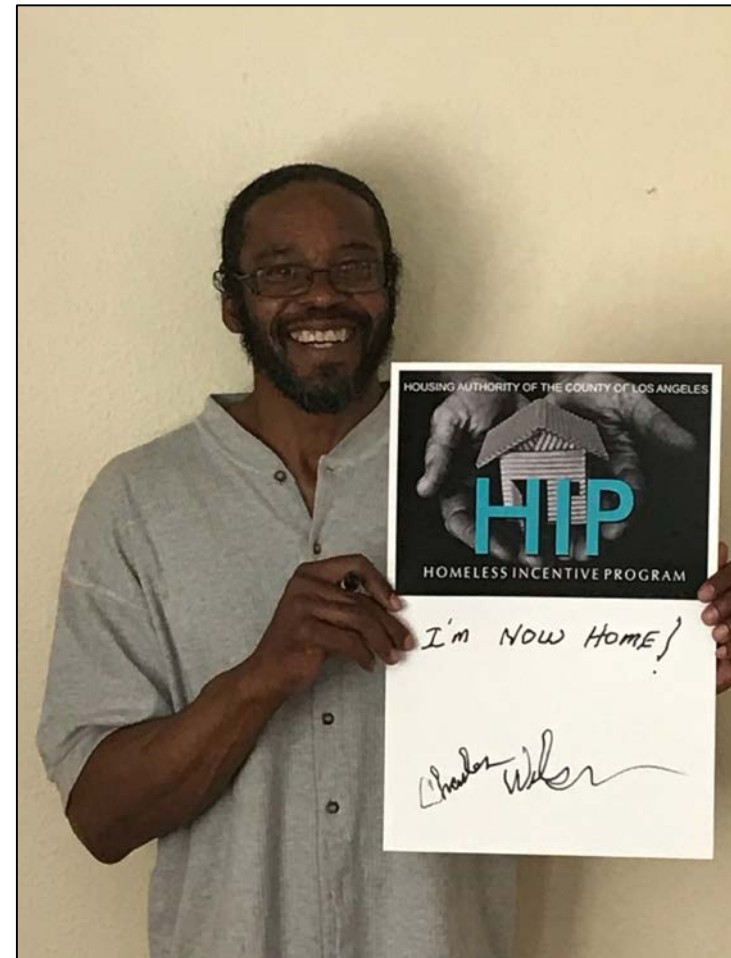
SUCCESS STORIES

Navy Veteran Finds His Way Home

A divorce 30 years ago took U.S. Navy veteran Charles Wilson (age 55) on a downward spiral that ultimately led to his homelessness. He suffered from addiction and experienced incarceration on and off, and frequently spent his days on trains traveling throughout the County. Charles' greatest challenges in securing housing were financial hardship due to lack of employment, difficulty with online applications, and presenting himself to prospective landlords.

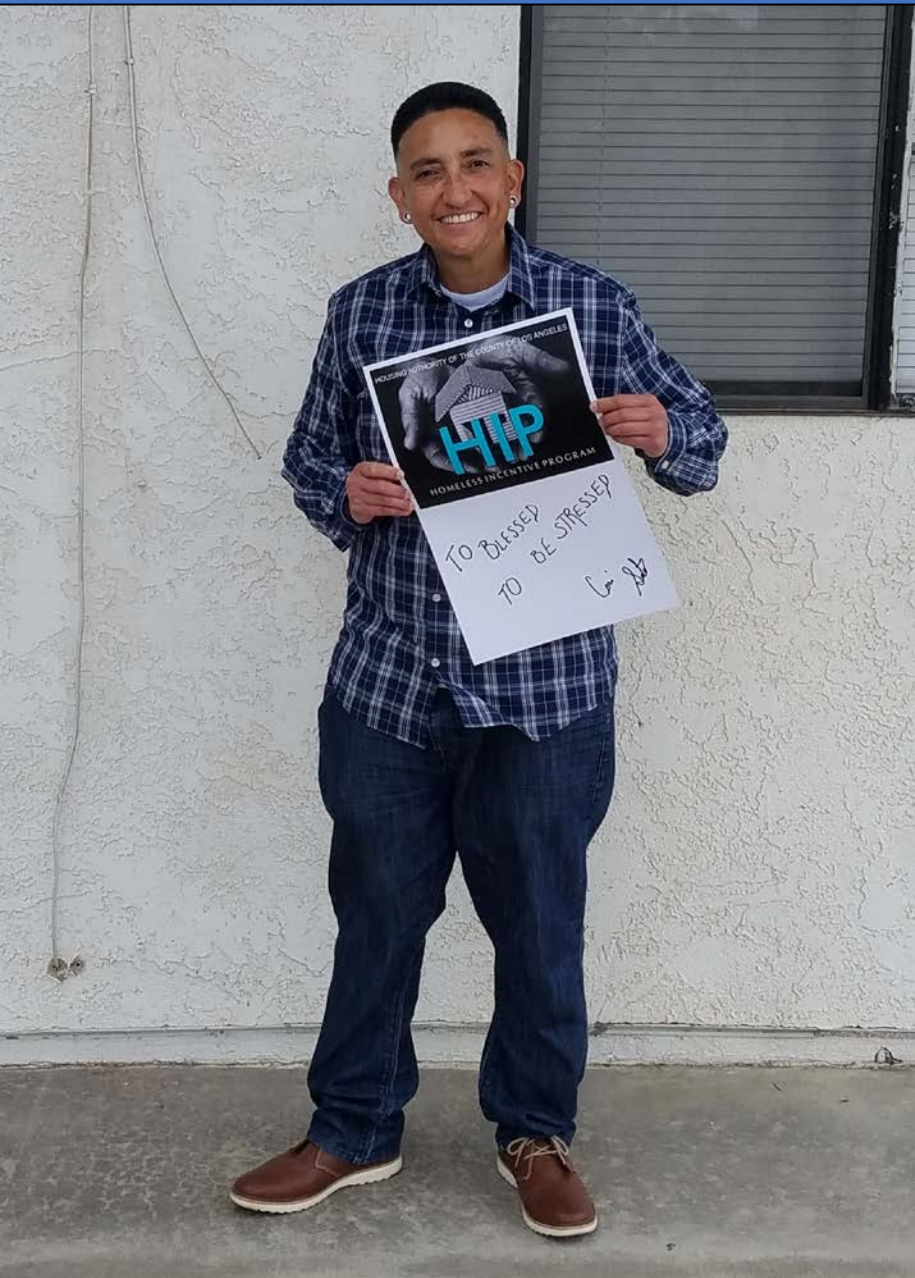
L.A. County Department of Mental Health played a pivotal role in Charles' transition from homelessness to housing. He received supportive services and a Section 8 voucher; and when the voucher was nearly expired, Charles was linked to the Homeless Incentive Program and a housing advisor who introduced him to a property management company in Palmdale, which helped him qualify for a one-bedroom unit - in one day! Charles also got assistance with his security and utility deposits.

Strategy B4: Facilitate Utilization of Federal Housing Subsidies



"I am now home! I was able to get off the streets and I now feel a sense of security and responsibility. I look forward to one day having a family and a lifelong relationship." Charles Wilson

SUCCESS STORIES



Faced with High Rents, Cori Gets a Fresh Start

Cori Soto (age 53) was homeless for about two years living in secluded areas of Lake Los Angeles. Her work hours, and consequentially her income, were reduced to the point where it was impossible to pay rent and buy food and other necessities. The high rents made it impossible to find an apartment she could afford even in the Antelope Valley, where rents are historically lower compared to other areas of L.A. County.

Cori's greatest challenge in securing housing was the financial hardship of insufficient employment/income to purchase basic needs, let alone pay rent. Staying physically and mentally healthy while living in the harsh desert environment year-round was difficult, yet Cori did not give up hope. L.A. County Department of Mental Health and the L.A. County Development Authority (LACDA) worked with Cori, who showed great determination in her housing search. Cori has secured permanent housing and is now enjoying her new place and looking for ways to improve her life, including looking for employment and/or schooling.

"If you need help from LACDA, just reach out to them and they are ready and willing to be there for you as long as you are ready and engaged as well." Cori Soto

Strategy B4: Facilitate Utilization of Federal Housing Subsidies

SUCCESS STORIES

Single Mother Gains Employment and a New Life

Kimberly Thomas (age 29), a single mother of three children, was in an abusive relationship and going to school full-time when she ended that relationship – and lost her living arrangement. She did not have access to childcare and transportation, limiting her employment opportunities. While Kimberly was receiving services from Union Station Homeless Services and GAIN, she was able to obtain those things and secure housing for her family with access to daycare – making it possible for her to go to work and feel secure that her children were in a safe environment. Thanks to GAIN, she was able to save the funds needed for housing and driver's license. Due to Kimberly's hard work and determination, she was offered a permanent position at Foothill Unity Center as an administrative coordinator and gained on-the-job experience.

"Without this program, I would not have found work I am passionate about or had a chance at a new life. It gave me my hope back. The biggest thing for me is being able to provide my children with a safe place to call home."



C1: Enhanced Subsidized Employment for CalWORKS Homeless Families

SUCCESS STORIES

Family Finds Security

Tajuanna Clay and her young daughter were initially living with a boyfriend, but it was an unstable environment. Over a six-year period, they lived with friends sporadically, but were not housed in a stable manner and found themselves experiencing homelessness. Tajuanna registered on the Section 8 waitlist several years before becoming homeless and continued to update her address in the system. One day she received a letter inviting her to submit a Section 8 application.

Tajuanna experienced challenges in securing housing due to bad credit, an eviction on her record, lack of familiarity in areas where housing was more available, and various struggles of being homeless. She was also plagued with concern for her older sons being cared for by a family member. The Housing Incentive Program helped Tajuanna secure an apartment, including the application fee, a holding incentive, security deposit and utility deposit assistance.

Since leasing her unit, Tajuanna's quality of life has dramatically improved.

Strategy B4: Facilitate Utilization of Federal Housing Subsidies

"Having a home means a lot. My boys are going to like it. I am planning to return to work now. Don't give up!" Tajuanna Clay



SUCCESS STORIES



Mother and Daughter At Home Together

The last five years had been very difficult for 55-year old Kimie Clyne. She had become homeless overnight and although she was receiving Social Security benefits, her income was not enough for her to afford a place to live. Her mother, Stephanie Chilson, was already a participant in the City of Redondo Beach Section 8 Program. She tried to add Kimie to her household as a live-in aid, but the property owner did not consent.

Every day was a struggle for both mother and daughter. Kimie was living in her car and Stephanie's health was deteriorating. Kimie was on the Section 8 waiting list and received a Housing Choice Voucher, but encountered struggles finding an affordable unit nearby that would accept the voucher. With the help of the Housing Incentive Program and their financial assistance, Kimie was able to secure a two-bedroom apartment for herself and her mother.

The duo signed a Shared Housing Lease agreement, allowing both ladies to pay their portion of the rent and live under the same roof. Today, Kimie takes pride in being able to take care of her mother – and thanks the dedication of the many people who helped them gain security and peace of mind.

Strategy B4: Facilitate Utilization of Federal Housing Subsidies


SUCCESS STORIES

It Can Happen to Anyone – My Eyes are Open

Grace Wilson (age 54) and her teenage daughter were living in a precarious situation, which resulted in homelessness. While seeking to avoid homelessness through employment, she came to the Santa Clarita America's Job Center of California. During a mock interview, she became agitated and divulged the nature of her living situation and was identified as a potential candidate for LA RISE. Though the journey was difficult and at times Grace lost hope not knowing where she and her daughter would sleep, she continued to come daily to the AJCC and began her work experience at Goodwill.

Given Grace's work qualifications, she received support from LA RISE to apply and was hired as an Assistant Manager at one of the Goodwill stores. She was also helped by Bridge to Home who placed Grace and her daughter in a hotel, and are assisting with a rental deposit and the first month's rent for an apartment. Most recently, Grace was offered permanent employment as an Employment Services Specialist for the Department of Rehabilitation.

Strategy C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise



"This is the experience I've had in my life. Goodwill has opened my eyes to so much. I became more empathetic to homelessness and people in need - financial, emotional - every need. And for families. Not just for me. Everything Goodwill says they will do - they did."
Grace Wilson

SUCCESS STORIES

SUCCESS STORIES - Message (HTML)

To... LA COUNTY RESIDENTS

Cc...

Send

Subject SUCCESS STORIES

Family Reunification Ends Joe' s Homelessness

Joe (age 24) came to Los Angeles from Florida after receiving a job offer. While he had a good job, he did not have housing lined up, and without a local rental or income history, he struggled to find a landlord willing to rent to him. He ended up sleeping on the sidewalk. Despite this situation, Joe was able to remain employed for three months, until the lack of stable housing and a spiral into substance abuse caused him to lose his job and deteriorate into a worsening condition.

When a Los Angeles Homeless Services Authority Homeless Engagement Team first encountered Joe, he was immediately interested in services, including connection to a Transition Age Youth provider. They also encouraged him to reach out to his family in Florida. Within a few weeks, a family friend back home agreed to let Joe stay with them indefinitely, and the team helped Joe travel home and reunite with them. Joe is back home with his loved ones, recovering from his substance use disorder, and looking for new stable employment.

Strategy E6: Coordinated Outreach

Available - Video Capable
2 Participants

Joe's childhood friend shared their thanks with the outreach team -

"Thank you for helping Joe end his homelessness crisis. His return to Orlando with family, friends and meaningful connections is essential for Joe to successfully sustain full recovery. The Los Angeles Homeless Services Authority is doing the difficult hands-on ground work we need to battle our plaguing crisis of homelessness and I am extremely grateful - your work makes us all more hopeful."

Icons: Chat, Video, Phone, Screen Share, More

SUCCESS STORIES

From Homelessness to Serving Others

Connie Hernandez first came to the LA Rise Program because she was in an emotionally abusive marriage that forced her away from her home and her children. She was unemployed and emotional as experiencing homelessness and leaving her children was a frightening and traumatic experience. Thanks to LA Rise, Connie began her road towards employment, with a desire to assist people in a customer service role – despite her own circumstances.

Connie was helped on her journey through various programs, including the East San Gabriel Valley AJCC, work preparedness training and transportation assistance from LA Rise, and clothing assistance from Dress for Success. She began her Social Enterprise placement at the Goodwill Retail Store in Pasadena, where she excelled, and became a permanent Goodwill employee. Connie says – “my job is a joy.”

Speaking of her case manager and homeless liaison –

“Thank you for giving me strength and confidence to believe in myself and to move on to a place where I won’t be mistreated.”

Strategy C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise



PUBLIC ACCOUNTABILITY

PERFORMANCE DATA

The following exhibits provide cumulative **performance data** for **Fiscal Year 2018-19**:

- **EXHIBIT III** – Outcomes for select HI strategy metrics, which demonstrate the significant progress most strategies have made since the last quarterly report (includes FY 2017-18 data).
- **EXHIBIT IV** – Data for Five Key Strategies by Service Planning Area (SPA).
- **EXHIBIT V** – Demographic information for individuals enrolled in, or served by, those same five key strategies, including graphs that provide a visual representation of the demographic data.

Additionally:

- **Dashboards** to track Measure H progress can be accessed using the following link: <http://homeless.lacounty.gov/impact-dashboard/>
- A **data visualization** page highlighting key measures can be found at <https://data.lacounty.gov/stories/s/7xtx-jbvi> (updates to the data will be available in September 2019).



PUBLIC ACCOUNTABILITY

FISCAL YEARS (FYs) 2020-21, 2021-22, & 2022-23 MEASURE H FUNDING PROCESS

On August 13, 2019, the Board of Supervisors directed the County's Homeless Initiative (HI) to **launch a process** to develop final recommendations for FY 2020-21, and tentative recommendations for FY 2021-22 and FY 2022-23.

As part of the upcoming Funding Process, the HI will **convene eight policy summits** to gather input from key partners, including system leaders, service providers, researchers, Cities, people with lived experience, faith organizations, philanthropic organizations, and others. These sessions will be framed by interim findings from the **strategy-specific HI evaluations**, performance outcome data, and other data and research. Three-hour policy summits will be open to the public for observation and comment. There will be approximately 25 invited participants per summit.



Policy Summit Sessions

1. **Opening System Discussion**
2. **Prevention & Diversion**
3. **Outreach**
4. **Interim Housing**
5. **Permanent Housing**
6. **Employment**
7. **Partnership with Cities**
8. **Closing System Discussion**

PUBLIC ACCOUNTABILITY

FISCAL YEARS (FYs) 2020-21, 2021-22, & 2022-23 MEASURE H FUNDING PROCESS

Community input sessions will take place in each of the Service Planning Areas throughout the County during the months of October 2019 and November 2019.

The process will also include a series of meetings with the Measure H lead agencies to discuss relevant data, policy summit discussions, community input, and other available information, ultimately generating draft Measure H funding recommendations for FYs 2020-21, 2021-22, and 2022-23. Additionally:



- Draft Measure H funding recommendations will be released in early March 2020.
- Attendees at the Annual HI Conference will have an opportunity to provide feedback on the draft recommendations.
- The HI will host a webinar to present the draft recommendations and will then open a public comment period where comments can be submitted via the HI website. A public meeting will be convened in March 2020 to provide another opportunity for public comment.
- The HI will present the draft recommendations to the Homeless Policy Deputies in April 2020 and then the recommendations will be considered by to the Board in May 2020.



OTHER KEY ACTIVITIES

SAFE PARKING

According to the 2019 Point-in-Time Homeless Count conducted by the Los Angeles Homeless Services Authority (LAHSA), there were 15,748 people living in cars, vans, and recreational vehicles (RV) in the Los Angeles Continuum of Care, which includes all of Los Angeles County except for Long Beach, Pasadena, and Glendale. People residing in vehicles often face challenges such as threats to their safety and constraints due to parking regulations.

In August of 2018, the HI formed the Recreational Vehicle and Vehicular Homeless Task force to address a Board motion that directed the CEO-HI to develop solutions to assist people living in vehicles. The Task Force has developed and implemented various successful pilot programs, such as a program that incentivizes the voluntary surrendering and dismantling of dilapidated RVs and a mobile solid waste pick-up program.

Another key highlight during this reporting period was the approval of \$1-million in Measure H funding, along with \$950,000 of Homeless Emergency Aid Program funding from LAHSA and \$611,315 from the City of Los Angeles, to fund a Safe Parking Request for Proposal (RFP) administered by LAHSA. The LAHSA RFP resulted in six agencies being awarded funding to operate Safe Parking Programs at 11 locations across the County, including five Los Angeles County government sites. The projected timeline for executing the LAHSA Safe Parking contracts is October 1, 2019.

OTHER KEY ACTIVITIES

EMPLOYMENT & HOMELESSNESS TASK FORCE

In the fall of 2018, the HI established an Employment and Homelessness Taskforce (EHT) with the goal of improving access to employment and employment services for people experiencing homelessness. The EHT, which includes the HI, DPSS, WDACS, LAHSA, and the United Way of Greater Los Angeles (UWGLA), developed 18 recommendations and an action plan to implement the recommendations. It identified two regional clusters – one in the area served by the Pomona General Relief (GR) office, and one in the area served by the South-Central Los Angeles GR office – as initial testing sites for implementation of a subset of the recommendations. The HI is working closely with consultants from the Corporation for Supportive Housing and Heartland Alliance’s National Center on Employment and Homelessness to successfully implement the recommendations in the two clusters; a range of stakeholders from the three systems (homeless services, workforce development, and public social services) are actively involved.

Closely aligning with the EHT efforts, the Board directed the HI to partner with UWGLA to establish an Employment Innovation Fund. The Fund will enhance partnerships between highroad employers, homeless services providers, and America’s Job Centers of California and provide funding for training and supportive services.



OTHER KEY ACTIVITIES

COLLABORATION WITH CONTINUUMS OF CARE (CoC)

On June 13, 2017, the Board of Supervisors (Board) instructed the Chief Executive Office (CEO) to: (1) work with the staff from the Continuum of Care (CoC) from Long Beach, Glendale, and Pasadena to identify ways to allow for flexibility in the use of Measure H funding without supplanting existing efforts; and (2) report on efforts made to date, and that will be made in the future, to engage CoCs cities in meaningful partnerships to ensure the successful implementation of Measure H, and report back in 60 days. The report back to the Board was submitted on August 11, 2017; it was agreed that future updates would be provided as part of the Homeless Initiative quarterly reports.



The CEO, LAHSA, and DHS continue to convene quarterly meetings with the CoCs from Long Beach, Glendale, and Pasadena which serve to discuss collaboration and coordination regarding the implementation of Measure H in the CoCs, including alignment between Measure H funding and federal funding administered by the CoCs. The meetings also serve to discuss other relevant issues related to Measure H.

To date, contracts for FY 2018-19 have been executed with the Long Beach and Glendale CoCs and negotiations to amend these contracts to include FY 2019-20 funding are underway; the amendments will be completed by the end of September 2019. Pasadena's FY 2018-19 contract will be executed in the very near future and their FY 2019-20 contract is also targeted for the end of September 2019. All unspent funding will rollover until the end of FY 2019-20.

OTHER KEY ACTIVITIES

CITIES AND COUNCILS OF GOVERNMENT

\$8.2 million in Measure H Funds has been allocated to bolster Cities' efforts to implement their Homelessness Plans.

In September 2018, the United Way of Greater Los Angeles' Home For Good Funders Collaborative issued a Request for Proposals for city-specific projects in two areas, Priority Area 1 (Increase the supply of supportive and interim housing) and Priority Area 2 (Enhance the effectiveness of the homeless delivery system).

- 37 applications were received (consisting of 31 cities), representing all five Supervisorial Districts.
- Cities whose applications were not fully approved were invited to submit revised proposals by May 31, 2019.
- All applications have now been received and approved for funding.
- Contracts are being executed on a rolling basis starting August 2019 for an 18-month term.

Cities receiving funds:

Priority Area 1

Alhambra
Arcadia and South Pasadena
Baldwin Park
Baldwin Park, El Monte, South El Monte
Burbank
Covina
Culver City
Glendora, La Verne, San Dimas
Hawaiian Gardens
Lancaster
Paramount
Pomona
Pomona, Claremont, La Verne
Santa Clarita
Santa Monica
South Pasadena
West Covina
West Hollywood
Whittier

Priority Area 2

Arcadia and South Pasadena
Azusa
Baldwin Park, El Monte, South El Monte
Burbank
Culver City
Hawthorne
Inglewood
Lancaster
Malibu
Manhattan Beach, Hermosa Beach, Redondo Beach
Paramount
Pomona, Claremont, La Verne
Santa Clarita
West Covina, Covina, Azusa, Duarte, Glendora
Whittier

Funded Activities include, but are not limited to:

- ✓ *Feasibility studies for motel conversions*
- ✓ *Property acquisition for interim and permanent housing*
- ✓ *Access centers*
- ✓ *Social enterprise/employment training programs*
- ✓ *Assessments of public and private parcels to develop a list of potential interim and permanent housing sites*
- ✓ *Housing navigators*
- ✓ *Safe storage*
- ✓ *Motel vouchers*

For more information on our partnership with cities, please go to:
<http://homeless.lacounty.gov/cities/>

OTHER KEY ACTIVITIES

IMPROVED COMMUNICATIONS AND HOMELESS DATA SHARING WITH CITIES

In April 2019, the Board of Supervisors directed the HI and LAHSA to establish regular listening sessions and increase communications with the cities and COGs regarding Measure H activities and data. On May 7, 2019, the HI responded with a plan to conduct regular listening sessions with each Council of Governments (COGs), and identified mechanisms to enhance communications with COGs, cities, and Continuums of Care (CoCs).

On July 18, 2019, the HI, LAHSA, and DHS convened homeless service providers and COGs from each region of the County for a listening session to explore opportunities to strengthen partnerships in each Service Planning Area. The session served as an opportunity for HI, LAHSA, DHS, providers and COGs to discuss ideas on how to better facilitate partnerships on a regional basis. The plan going forward is to schedule additional listening sessions at locations across the County.

On August 15, 2019, LAHSA released FY 2018-19 service and outcome data by city, which is available at the following link:
<https://www.lahsa.org/documents?id=3611-homelessness-statistics-by-city.pdf>

Going forward, the HI and LAHSA will develop a city specific training curriculum for cities to use to train their staffs, elected officials, and constituents on homeless services and related issues.

EXHIBITS

EXHIBIT I:

**APPROVED COUNTY STRATEGIES TO COMBAT
HOMELESSNESS IMPLEMENTATION STATUS AT-A-GLANCE**

EXHIBIT II:

STATUS OF STRATEGIES TO COMBAT HOMELESSNESS

EXHIBIT III:

HOMELESS INITIATIVE PERFORMANCE DATA BY STRATEGY

EXHIBIT IV:

**SELECT HOMELESS INITIATIVE STRATEGY (B3, B7, D7, E6, E8)
PERFORMANCE DATA BY SERVICE PLANNING AREA (SPA)**

EXHIBIT V:

**DEMOGRAPHIC ENROLLMENT/SERVICE DATA FOR SELECT
HOMELESS INITIATIVE STRATEGIES**

EXHIBIT VI:

BOARD MOTION RESPONSE SUMMARIES



Approved County Strategies to Combat Homelessness

Implementation Status At-A-Glance

AUGUST 2019

LEGEND

Fully Implemented

Partially Implemented

E. Create a Coordinated System

E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits	E5 – Decriminalization Policy	E13 – Coordination of Funding for Supportive Housing
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E6 – Countywide Outreach System (H)	E14 – Enhanced Services for Transition Age Youth (H)
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E7 – Strengthen the Coordinated Entry System (H)	E15 – Homeless Voter Registration and Access to Vital Records
E4 – First Responders Training	E8 – Enhance the Emergency Shelter System (H)	E16 – Affordable Care Act Opportunities
	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
	E10 – Regional Coordination of LA County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	

B. Subsidize Housing

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

(H) – Strategies eligible to receive Measure H Funding

A. Prevent Homelessness

- A1 – Homeless Prevention Program for Families (H)
- A2 – Discharge Planning Guidelines
- A3 – Housing Authority Family Reunification Program
- A4 – Preventing Discharges into Homelessness from Foster Care and Probation
- A5 – Homeless Prevention Program for Individuals (H)

D. Provide Case Management and Services

- D1 – Model Employment Retention Support Program
- D2 – Expand Jail In-Reach (H)
- D3 – Supportive Services Standards for Subsidized Housing
- D4 – Regional Integrated Re-entry Networks – Homeless Focus (H)
- D5 – Support for Homeless Case Managers
- D6 – Criminal Record Clearing Project (H)
- D7 – Provide Services and Rental Subsidies for Permanent Supportive Housing (H)

C. Increase Income

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2/C7 – Increase Employment for Homeless Adults by Supporting Social Enterprise (H) and Subsidized Employment for Adults (H)
- C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
- C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (H)
- C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (H)
- C6 – Targeted SSI Advocacy for Inmates (H)

F. Increase Affordable/Homeless Housing

F1 – Promote Regional SB 2 Compliance and Implementation	F4 – Development of Second Dwelling Units Pilot Program	F7 – Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families and Individuals (H)
F2 – Linkage Fee Nexus Study	F5 – Incentive Zoning/Value Capture Strategies	
F3 – Support for Inclusionary Zoning for Affordable Housing Rental Units	F6 – Using Public Land for Homeless Housing	

Homeless Initiative Quarterly Report No. 14 – As of July 12, 2019

Status of Strategies to Combat Homelessness

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

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

Strategy Implementation Date (Actual or Target)	Status	Next Steps
PREVENT HOMELESSNESS		
A1: Homeless Prevention Program for Families (H) <u>Actual Implementation Dates:</u> Phase 1: May 2016 Phase 2: November 2016 Legal services for families at risk of homelessness: March 2018	<ul style="list-style-type: none"> In May 2019, LAHSA informed all funded prevention-diversion providers that diversion is now called Problem-Solving Intervention. The Home 2 Work Pilot expanded to include Prevention Program participants (See Strategy D5 for more information). In June 2019, LASHA, in collaboration with the Legal Services partners, trained and educated providers regarding: what to look for in a lease, what makes a lease legal, and when should legal consultation and referrals occur. LAHSA presented an overview of Problem-Solving to new staff, E-6 staff, and Department of Mental Health (DMH) homeless case manager staff. 	<ul style="list-style-type: none"> LAHSA will host Family Coordinated Entry System (CES) Refinement Workshops with all eight Service Planning Areas (SPAs). The goal is to gain first-hand insights from partner agencies that will help refine and improve the Family CES. The full-day workshop will feature exercises and activities giving participants the opportunity to deeply explore the intricacies of the current system and identify strategies to improve system efficacy and efficiency. To increase capacity building regarding problem solving intervention, LAHSA has posted several positions for the problem-solving intervention unit. These positions include, Prevention Coordinator and several Problem-Solving Intervention Specialists.
A2: Discharge Planning Guidelines <u>Actual Implementation Date:</u> June 2017	The Discharge Planning Guidelines, released in June of 2017, continue to be available for use by institutions across the County.	Distribute Guidelines as requested.

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
A3: Housing Authority Family Reunification Program <u>Actual Implementation Date:</u> March 2016	<ul style="list-style-type: none"> • LASD continues to make referrals from in-custody population prior to release. • Probation continues screening for homeless individuals who fit the criteria for participation. • LASD made five program referrals this quarter. • Probation screened 878 clients for program eligibility during this reporting period. 	Lead agencies will continue to extend outreach efforts to identify supervised persons who can qualify for, and benefit from the program.
A4: Discharges from Foster Care and Juvenile Probation <u>Actual Implementation Date:</u> Phase 1: January 2018 Phase 2: August 2018	DCFS <ul style="list-style-type: none"> • In April 2019, approximately 210 Foster Care Exit questionnaires were mailed to former foster youth. Most of the 31 surveys returned indicated that youth had identified housing upon exiting from foster care, and only a few indicated that additional support/resources was required. • In May 2019, corrective action notices were forwarded to each Children's Social Worker (CSW) and their supervisor who had not completed the 6-Month Transition Plan for youth on their caseload. • In June 2019, a transition planning guide (cheat sheet) was created for the CSW staff to distinguish between the Transition Independent Living Plan (TILP) and the 90-Day Transition Plan, as well as, list the important features for each. • In June 2019, a quality assurance sample audit was conducted of discharge plans that were supposed to be completed in April and May 2019. • In June 2019, Department of Children and Family Services (DCFS) Regional Administrators were contacted with the names of their respective CSWs and a list of the incomplete plans, so they could address non-compliance with staff at their regularly scheduled regional office meetings. • On June 24, 2019, a data field was added to CSW/CMS for the CSW to use upon completion of each Plan. PROBATION <ul style="list-style-type: none"> • Probation has implemented sampling of youth who are exiting/discharging from placement. • Most of the youth who are likely to exit/be discharged into homelessness are non-minor dependents (NMDs). Non-minor dependents are youth who were placed by the delinquency court on or after their 18th birthday and are granted transitional jurisdiction and enter extended foster care. NMDs often lack family supports and are unlikely to return home after the delinquency court terminates jurisdiction. By contrast, juvenile 	DCFS As a corrective action, DCFS will continue to monitor the utilization of the amended 6-Month Transition Plan and provide quality assurance oversight by working collaboratively with the DCFS regional office staff. PROBATION Probation will continue to provide training, support, quality assurance, and will provide further policy guidance for all Probation Placement-Child Welfare Operations.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>probationers are minors who are wards of the delinquency court and are placed in a foster care environment. Once the delinquency court terminates jurisdiction, Juvenile Probationers almost exclusively reunify with their families.</p> <ul style="list-style-type: none"> • Probation will develop a more comprehensive quality assurance review in the first quarter of FY 2019-20 with managerial review and oversight to include a larger sample size and to ensure that policies and procedures are resulting in the necessary support to youth. 	
<p>A5: Homeless Prevention Program for Individuals (H)</p> <p><u>Actual Implementation Dates:</u> Homeless prevention services: February 2018</p> <p>Legal services for people at risk of homelessness: March 2018</p>	<ul style="list-style-type: none"> • In April 2019, LAHSA hosted the official Shallow Subsidy Program kick off. The Shallow Subsidy Program is administered by the Salvation Army and provides 20 percent of shallow subsidy slots for older adults (62+) who are at-risk of homelessness. Eligible applicants for the older adult program slots must be referred by a Prevention Provider. The flat subsidy is up to \$300 for individuals and up to \$500 for households living in Los Angeles County. • LASHA continues to work on strategic planning for Prevention and Problem-Solving Intervention. Clutch Consulting is mapping out the current system to identify where there are gaps and what improvements need to be made to provide program and infrastructure support. • In May 2019, LAHSA informed all funded prevention-diversion providers that diversion is now called Problem-Solving Intervention. • The Home 2 Work Pilot expanded to include Prevention Program participants (See Strategy D5 for more information). • In June 2019, LASHA, in collaboration with the Legal Services partners, trained and educated providers regarding: what to look for in a lease, what makes a lease legal, and when should legal consultation and referrals occur. • LAHSA presented an overview of Problem-Solving to new staff, E-6 staff, and DMH homeless case manager staff. • LAHSA extended the diversion and mediation training contract with Frontline through FY 2019-20. • LAHSA is actively working with Workforce Development, Aging and Community Services (WDACS) on the Home Safe Program Pilot. The program is intended for older adults who are at-risk of homelessness as a result of older or dependent adult abuse. The program will provide prevention services to Adult Protective Services (APS) clients to increase permanent housing opportunities or to assist older adults in 	<p>To increase capacity building regarding problem-solving intervention, LAHSA has posted several positions for the problem-solving intervention unit. These positions include, Prevention Coordinator and several Problem-Solving Intervention Specialists.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	stabilizing in their current housing. It will be available in each SPA beginning in August 2019.	
SUBSIDIZED HOUSING		
B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplement Security Income (SSI) (H) <u>Actual Implementation Dates:</u> Phase 1: June 2016 Phase 2: October 2016	<ul style="list-style-type: none"> The Department of Public Social Services (DPSS) is finalizing plans with LAHSA to secure access to the Homeless Management Information System (HMIS) to assess participants served by Strategy B1 who are not currently in HMIS. This access will allow DPSS to connect participants served by Strategy B1 who lose their General Relief (GR) upon SSI approval to permanent housing resources. Implementation is targeted for September 2019. DPSS has continued the partnership with the Department of Health Services (DHS) to assist GR participants with housing location services through the Homeless Disability Assistance Program. 	HMIS training will be scheduled for identified staff.
B2: Expand Interim Assistance Reimbursement (IAR) to additional County Departments and LAHSA <u>Implementation Dates:</u> Phase 1: Actual – January 2019 Phase 2: Target – December 2019 Phase 3: Target – July 2020	<ul style="list-style-type: none"> Continued monitoring of Phase 1 implementation which allows for DPSS to process IAR claims on behalf of DHS. Phase 1 implementation includes Countywide Benefits Entitlement Services Teams (CBEST) clients where subsidies and services are being provided through both Measure H and Housing and Disability Advocacy Program (HDAP) funding from the California Department of Social Services. To facilitate claiming, DHS and DPSS are currently aligning billing cycles for costs incurred for the HDAP. Based on Phase 1 claiming experience, CEO will assess the feasibility of automating claiming and documentation process between departments claiming IAR and DPSS who will process IAR claims on their behalf. 	<ul style="list-style-type: none"> Phase 2 implementation will include CBEST clients funded solely through Measure H. Phase 3 may include LAHSA and/or other Departments eligible to claim IAR. DPSS will assess the need for additional resources to proceed with implementation of Phase 2 and Phase 3 based on experience of Phase 1 claiming.
B3: Partner with Cities to Expand Rapid Re-Housing (H) <u>Actual Implementation Dates:</u> Housing and Jobs Collaborative (HJC): January 2016 LAHSA's Family and Youth Rapid Re-housing: September 2016	April 2019 <ul style="list-style-type: none"> LAHSA hosted a Shallow Subsidy Program kick off webinar with all rapid re-housing providers countywide. This webinar provided a general overview of the shallow subsidy program and introduced the program administrator (The Salvation Army). LAHSA hosted a second Older Adult Services and Homeless Services Convening, led by LAHSA CES coordinators. The convening was meant to build a better understanding of older adult services and homeless programs and to foster collaboration to better serve our aging population and meet their unique needs. May 2019 <ul style="list-style-type: none"> Universal minimum practice standards for all rapid re-housing programs were issued. 	<ul style="list-style-type: none"> CES policy working group is working with providers to develop recommended policies related to dynamic prioritization and matching processes. LAHSA is working with Consultant on rapid re-housing program guides. LAHSA is working on a landlord universal packet.

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
LAHSA's Single Adult Rapid Re-housing: July 2017	<p>June 2019</p> <ul style="list-style-type: none"> WDACS Department hosted a Home 2 Work follow-up meeting. Home 2 Work is a pilot program connecting RRH programs with America's Job Centers of California (AJCCs). Rapid re-housing providers from SPAs 1,3 and 7 attended this meeting to re-introduce this pilot. WDACS has now opened the pilot to all populations, including youth and families. LAHSA hosted a Housing Location Feedback session for all providers that use the Lease UP website. Lease Up is the housing location platform that is administered by PATH (People Assisting the Homeless). It is accessible to case managers working in programs that assist clients with looking for units throughout the County. LAHSA and its Legal Services partners trained and educated providers regarding the following: what to look for in a lease, what makes a lease legal, and when should legal consultation and referrals occur. 	<ul style="list-style-type: none"> LAHSA RRH coordinator continues to write guidance to assist programs in their work.
<p>B4: Facilitate Utilization of Federal Housing Subsidies (H)</p> <p><u>Actual Implementation Date:</u> May 2016</p>	<p>The Los Angeles Community Development Authority (LACDA), Housing Authority of the City of Los Angeles (HACLA), and Housing Authorities of Burbank, Norwalk, Glendale, and Long Beach have made progress implementing B4 during the last quarter, as described below:</p> <p>LACDA</p> <ul style="list-style-type: none"> Attended 11 meetings and community events, including Homeless Connect Days, Landlord Conferences/Trade Shows, Senior Resource Fairs, Landlord Breakfast Meetings, Fair Housing Month, and Veterans events. Staff also participated in a Coordinated Entry System (CES) Documentation and Matching Process Training and hosted a HouseLA event for the 3rd District. Attendance at these events allowed for successful marketing and education on LACDA's incentive programs. <p>HACLA</p> <ul style="list-style-type: none"> Participated in various meetings, including the Apartment Owner's Association's trade show, landlord events, and HouseLA events. <p>Burbank</p> <ul style="list-style-type: none"> The Burbank Housing Authority (BHA) leased one Permanent Supportive Housing Voucher during Q4. During Q4, the Section 8 staff pulled 100 applicants from the waiting list to determine their eligibility. The BHA has a homeless preference in place 	<p>Next steps for the participating Housing Authorities include:</p> <ul style="list-style-type: none"> LACDA: LACDA is currently scheduled to participate in 24 events in the next quarter. LACDA plans to continue expanding its marketing and outreach efforts to recruit new property owners/managers to participate in its incentive program. HACLA: HACLA will assist 300 individuals/families with move-in costs to reach their goal of assisting 1200 individuals/families for FY 2018-19. HACLA will also continue to facilitate connections of HACLA's voucher holders to Housing Incentive Program (HIP) available units. HACLA will be hosting a Landlord Meet & Greet on 8/8/19.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>and estimates that 25-30 households may be added to the program with the additional funding.</p> <p>Norwalk</p> <ul style="list-style-type: none"> As of June 13, 2019, five homeless families were issued vouchers and one has been leased-up in a unit. Two other applicants for HIP have been identified and are currently pending verification. <p>Glendale</p> <ul style="list-style-type: none"> Clients are receiving on-going case management services from Ascencia and Family Promise. Glendale Housing Authority is in the process of assisting two voucher holders with housing location services. <p>Long Beach</p> <ul style="list-style-type: none"> City of Long Beach implemented new financial software (MUNIS) to facilitate financial processes. Promoted HIP at the Apartment Owners of California (AOC) conference, new owner orientations, Homeless Coalition meetings, and Continuum of Care (CoC) meetings. 	<ul style="list-style-type: none"> Burbank: City of Burbank is considering new projects for chronically homeless adults as part of the 2019 Continuum of Care Notice of Funding Availability. Norwalk: Norwalk Housing Authority anticipates that two additional vouchers will be issued in July and August to meet its voucher commitment. It is scheduled to participate in the Apartment Association California Southern Cities trade show on September 18, 2019. A Property Management Workshop about HIP is also scheduled for September 26, 2019. Glendale: The Glendale Housing Authority will seek to secure units for two voucher holders on or before September 25, 2019. Long Beach: City of Long Beach has increased staffing to support HIP, which will enable the Community Program Specialist (CPS) to conduct more community outreach and persuade more owners to participate in the program.

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B5: Expand General Relief Housing Subsidies <u>Actual Implementation Date:</u> December 2017	<ul style="list-style-type: none"> • DPSS had been collaborating with DHS to explore opportunities to enhance the current GR Housing Subsidy Program, but due to DHS' exclusive focus on permanent supportive housing and the sunset of their Rapid Rehousing portfolio, both DPSS and DHS have decided not to proceed with the MOU to have DPSS join DHS' Flexible Housing Subsidy Pool. • DPSS has revised the program design to account for no longer proceeding with the DHS Flexible Housing Subsidy Pool and the new program design is pending executive approval. 	<ul style="list-style-type: none"> • Finalize and receive DPSS executive approval of new program design. • Train DPSS staff on the new program design.
B6: Family Reunification Housing Subsidy (H) <u>Actual Implementation Date:</u> January 2017	<ul style="list-style-type: none"> • DCFS continues to utilize HMIS for identified program staff to serve homeless families more effectively and to better connect families to homeless services. • Continued monthly Strategy B6 and Bringing Families Home (BFH) collaborative meetings at LACDA that include all contracted housing agency managers, LACDA, 211, LAHSA, DPSS, and Court Liaison. • Continued ongoing meetings with Corporation for Supportive Housing (CSH), LAHSA, Office of Child Protection, and Southern California Grant Makers as part of One Roof Leadership Institute, to streamline support for all homeless DCFS youth and families. • DCFS continues to participate on committee, inclusive of staff from LAHSA, DPSS, Union Rescue Mission (URM), and the Department of Public Health (DPH), to streamline and expedite housing services for families exiting URM. This committee is meeting monthly on an ongoing basis. • DCFS participates in ongoing monthly conference calls, hosted by the California Department of Social Services (CDSS) for the BFH program. • In January 2019, DCFS entered into a collaboration with LASHA, DHS, and HACLA, and implemented the Family Unification Program (FUP), to provide homeless DCFS families, and Transition Age Youth (TAY), with HACLA section 8 vouchers and on-going case management services to assist families and youth with securing and maintaining permanent housing. • In March 2019, DCFS entered into a collaboration with LACDA to provide homeless DCFS families with LACDA Section 8 vouchers. • In July 2019, DCFS entered into a collaboration with LAHSA, DHS, and LACDA, and implemented the FUP, to provide homeless DCFS families, and TAY, with LACDA Section 8 vouchers and ongoing case management services to assist families and youth with securing and maintaining permanent housing. 	DCFS will continue efforts to increase the number of families housed.

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> Beginning September 2019, housed families can receive up to 18 months of rental subsidy, which is six months more than had been available through this program. 	
<p>B7: Interim/Bridge Housing for Those Exiting Institutions (H)</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<p>AB 109 Bed Conversion to HPI</p> <ul style="list-style-type: none"> To decrease barriers and to make it easier for Interim Housing Providers to track AB109 participants in Clarity HMIS, a decision was made to convert all AB109 beds to HPI beds, thus solidifying them under one B7 Program. <ul style="list-style-type: none"> Lowered the barrier to entry - B7 eligibility is "frozen" at the point of referral, meaning that a participant waitlisted after exiting institution can maintain eligibility for B7 "HPI" beds. On 6/19/2019, LAHSA notified AB109 Providers of this conversion and issued guidance on how to track HPI participants in Clarity HMIS. <p>Interim Housing Referral & Access Coordination</p> <ul style="list-style-type: none"> During this quarter, the B7 lead agencies refined and republished the Universal Referral Form. Enumerated guidelines for the use and utility of the referral form, specifically for access to County Health Department services and the LAHSA-administered B7 Bridge Housing beds, A Bridge Home beds, and the Enhanced Bridge Housing program. On 5/1/2019: LAHSA hired a Countywide Interim Housing Matcher to assist in matching shelter beds for all Bridge eligible participants, including those exiting institutions. <ul style="list-style-type: none"> Guidance was given to providers regarding centralized referral and placement coordination process through Countywide Interim Housing Matcher. DPH-SAPC successfully executed a Direct Work Order under the DHS Supportive and/or Housing Services Master Agreement (SHSMA) with providers for Recovery Bridge Housing (RBH) beds. Twenty-one (21) current and prospective RBH providers submitted Direct Order Requests under the SHSMA. Out of the 21 providers, SAPC issued RBH contracts to twenty (20) of the providers that were in good standing for services beginning July 1, 2019. The SHSMA allows SAPC to have more contractual and programmatic oversight while avoiding treatment interruptions. Through its delegated authority, DPH-SAPC increased the RBH bed rate from \$42.35 to \$50.00 for adults and \$45.98 to \$55.00 for perinatal participants for FY 2019-20. The bed rate increase will help enhance services and provide more resources to help clients with their recovery. However, SAPC will utilize funding sources other than Measure H to support this rate increase. 	<p>Beginning August 15, 2019 LAHSA will implement a centralized countywide prioritization process for the B7 Bridge Housing Beds.</p>

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	<ul style="list-style-type: none"> On April 24, 2019, DPH-SAPC presented on the RBH benefit at DMH CES for Families Provider meeting. 	
B8: Housing Choice Vouchers for Permanent Supportive Housing <u>Actual Implementation Date:</u> June 2016	The LACDA continued regular conference calls with LAHSA, DMH, DHS, HOPICS and DCFS to share status reports on all referrals and applications received from referred clients and provide responses to any inquiries submitted by participating agencies.	The LACDA will continue to refer voucher holders to the Housing Advisor Unit (related to HI Strategy B4) for housing locator assistance and available resources.
INCREASE INCOME		
C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families <u>Actual Implementation Date:</u> December 2016	<ul style="list-style-type: none"> DPSS met with CBOs on 6/12/19 to discuss strategies to improve E-TSE outcomes. CBOs will focus on: <ul style="list-style-type: none"> Enhancing the “onboarding period.” This period provides E-TSE participants with flexible work hours initially, which then may increase to full-time, as appropriate. This strategy aims to increase the likelihood of participants successfully completing the E-TSE Program. Increasing job search assistance efforts in the last three months in an effort to boost unsubsidized employment placements. 	<ul style="list-style-type: none"> DPSS will continue to monitor referrals and placements in both subsidized and unsubsidized employment. DPSS continues to work closely with the contractor to increase placements.
C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (H) <u>Implementation Dates:</u> Phase 1: County adoption of Social Enterprise Preference Program: Actual – October 2016 County adoption of Social Enterprise Sub-Contractor Preference Program: Target – December 2019	Los Angeles Regional Initiative for Social Enterprise (LA:RISE) <ul style="list-style-type: none"> WDACS and technical assistance consultant Roberts Enterprise Development Fund (REDF) conducted the second LA:RISE Quarterly Academy meeting of the year (6/25/19) for participating AJCCs and Social Enterprises (SEs). The academy meeting focused on providing information about housing resources. WDACS and REDF also host monthly partner meetings with AJCC and SE staff. There has been a decrease in CalJOBS data entry errors. Accurate reporting of LA:RISE participants as Homeless in CalJOBS increased by 43 percent and coding of participants as engaged in Transitional Employment drastically increased by 278 percent. Homeless Opportunity for Meaningful Employment (HOME) <ul style="list-style-type: none"> The five other Workforce Development Boards in the region continued their HOME program homeless employment efforts. Verdugo WDB HOME staff attended a Housing Rights Workshop on April 30, 2019 facilitated by the City of Glendale in partnership with the Housing Rights Center. 	<ul style="list-style-type: none"> WDACS will host a supplementary training for ASO partners on program policy, procedure, and reporting. WDACS will launch the HIRE UP program, a multi-agency collaborative effort to assist individuals that are homeless and at-risk of homelessness into a career pathway within the Construction, Hospitality and Public Service sectors. REDF and WDACS will host a New Staff On-Boarding training for new LA:RISE staff.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>Phase 2: Complete Feasibility Study assessing capacity of Social Enterprises to perform as Alternative Staffing Organizations (ASOs): Actual – September 2018</p> <p>Phase 3: Place DPSS Transitional Subsidized Employment (TSE) participants with ASOs: Target – December 2019</p> <p>C7: Subsidized Employment for Homeless Adults (H)</p> <p><u>Actual Implementation Dates:</u></p> <p>Phase 1: Expand LA:RISE model: Actual – July 2017 – June 2018</p> <p>Phase 2: Scale LA:RISE Countywide: Target for full implementation is June 2019</p>	<ul style="list-style-type: none"> The SELACO WDB partnered with Mentored, Inc. to offer employment retention supports to HOME participants. Mentored, Inc. provides on-the-job coaching, mentoring, encouragement, and support to ensure participants remain on the job. Pacific Gateway WDB is conducting presentations on the HOME program at two AJCCs during the regularly scheduled WIOA Orientations and has continued to visit and meet with the homeless service providers to establish partnerships. <p>Home2Work Referral Pilot</p> <ul style="list-style-type: none"> WDACS continued to work with LAHSA on the Home2Work Referral Pilot which streamlines the process of connecting LAHSA Coordinated Entry System (CES) clients to AJCC workforce development services. The pilot was expanded to include youth, single adults, families, and prevention participants. WDACS, LAHSA, participating AJCCs, and homeless service providers met to review the referral process, performance, challenges, and success of Home2Work thus far. At this meeting, WDACS introduced the Automated Referral System (ARS) that will streamline the referral process between AJCCs and homeless services providers. <p>Alternative Staffing Organizations:</p> <ul style="list-style-type: none"> In this quarter, WDACS launched its Alternative Staffing Organization (ASO) initiative to provide bridge job opportunities for homeless individuals by completing procurement of Goodwill Social Enterprise and First Step Staffing. Goodwill launched activities by providing services within the Pomona Valley Region, with plans to expand Countywide. WDACS hosted a CalJOBS training on 5/6/19 for Goodwill on ASO program data tracking requirements and held a Meet & Greet on 6/20/19 with the Goodwill ASO, DPSS, and the Pomona Valley AJCC staff. First Step Staffing is in the process of establishing an operational site and staff to run the program with an anticipated start date of September 2019 for service provision. 	
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p>	<p>Increased total number of previous homeless individuals in TempLA and Countywide Youth Bridges Program (CYBP).</p>	<ul style="list-style-type: none"> Continue to expand network of partners. Conduct “Train the Trainers” seminar for new supervisors/participants in CYBP.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<u>Actual Implementation Dates:</u> Phase 1: October 2016 Phase 2: May 2017		
<p>C4, C5, C6: Countywide Benefits Entitlement Services Teams (CBEST) (H):</p> <p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Actual Implementation Date:</u> April 2017</p> <p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Actual Implementation Date:</u> December 2017</p>	<ul style="list-style-type: none"> Effective April 1, 2019, CBEST began managing the eligibility, prioritization and enrollment process for all referrals into CBEST. This includes screening all incoming referrals, prioritization, initial care coordination steps, record retrieval and clinical review. DHS will then assign fully developed cases to the CBEST contracted agencies for application completion and submission. This streamlined approach has shortened wait times, increased submissions and improved outcomes. Effective April 2019, the CBEST Application Clinics are being held every Friday to provide additional assistance in accelerating the process of completion and submission of the benefit applications. DHS, in collaboration with Inner City Law Center (ICLC), has continued implementing the new improved version of CBEST Bootcamp/Training for all CBEST new and existing contractor staff. The trainings have been conducted by DHS, ICLC, and DPSS. The new modular training, based on the CBEST Steps, utilizes an adult-centered learning framework and has been more effective and efficient in maximizing the retention of information and providing hands-on training opportunities. This training is now offered four times a year on a quarterly basis effective 1/1/2019. DHS continues conducting Comprehensive Health and Accompaniment Management Platform (CHAMP) training for DMH and DHS clinical and clerical teams, as well as the contracted agencies. Case conferencing continues to occur on a weekly basis. DHS continues working with DCFS to assist the TAY population to secure Supplemental Security Income (SSI) benefits. Military and Veterans Affairs (OMVA) continues to work and support SPAs 2, 3, 4, 5 and 8 by providing on and off-site services to homeless veterans. ICLC continues to work and support SPAs 1, 6 and 7 by providing on and off-site services to homeless veterans. DHS in collaboration with Department of Public Social Services (DPSS) is leveraging funding through the Housing Disability Assistance Program (HDAP) program to house 	<p>DHS is currently working with DPSS to develop better screening tools and mechanisms for referrals from DPSS GR to CBEST.</p>

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	<p>and provide services to individuals experiencing homelessness, while they pursue disability benefits.</p> <ul style="list-style-type: none"> DHS continues to meet with directors and clinical staff of DHS directly-operated clinics and hospitals to implement a direct referral process for DHS hospital and clinic partners. The following hospitals and clinics were visited: Venice Family Clinic (4/2), MLK Adult Medicine and LAC-USC Social Work (4/3), BAART (4/18), USC Internal Medicine at LAC-USC (4/18), Harbor UCLA Internal Medicine (4/23), MLK Recuperative Care (4/30), Cedars Sinai Internal Medicine (5/1), Sepulveda VA Mental Health (5/7), Keck USC Family Medicine Residency Program (5/17), Roybal Comprehensive Health Center (5/22), Harbor UCLA Internal Medicine Residency Program (5/28), Humphrey Comprehensive Health Center (6/19), and Hudson Comprehensive Health Center (6/20). 	
PROVIDE CASE MANAGEMENT AND SERVICES		
<p>D1: Model Employment Retention Support Program</p> <p><u>Actual Implementation Dates:</u> Phase 1: January 2017 (DPSS Lead)</p> <p>Phase 2: July 2017 and on-going (WDACS Lead)</p>	<ul style="list-style-type: none"> WDACS and REDF continue to build LA:RISE AJCC and social enterprise (SE) staff capacity through the facilitation of monthly partner meetings between LA:RISE AJCCs and SEs. Partner retention meetings have focused on building data entry capacity around CalJOBS and sharing resources available for AJCC and SE partners to help stabilize their homeless participants. WDACS continues to work with LAHSA on the Home2Work Referral Pilot which streamlines the process of connecting RRH participants to AJCC workforce development services with the goal of increasing participant income. WDACS continues to work with DPSS, LAHSA, CEO-HI and United Way as a partner in the Homeless and Employment Task Force. The Task Force is exploring a scalable model for retention support Countywide through its cluster work in South Los Angeles and Pomona. 	<p>WDACS will continue to:</p> <ul style="list-style-type: none"> Facilitate training and professional development of AJCC staff to develop their skills, strategies and approaches to effectively providing services to reduce barriers of homeless individuals in retaining employment. Facilitate collaboration among REDF, SE partners, WDBs, and LAHSA to maintain, expand and improve workforce development services and employment retention support to the homeless population. Explore best practices around retention support and implementation through the work of the Homeless and Employment Task Force.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>D2: Expand Jail In Reach (H)</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • D2 planning/collaboration meetings were held during this quarter on April 16, 2019 and June 18, 2019. The meetings are held in conjunction with the Office of Diversion and Reentry (ODR) service provider monthly meetings and include the 4 in-reach agencies and staff from Housing for Health, ODR, Sheriff's Department, and DHS Correctional Health Services. • The People Concern, one of the four CBOs contracted to provide D2 in-reach services, withdrew from the D2 program at the end of April 2019 to enable a greater focus on other contracts and programs. During the month of April 2019, their client cases were closed or transferred to other D2 agencies. • In May 2019, discussions occurred with Exodus Recovery about serving as the fourth D2 agency. Exodus joined D2 at the end of May 2019. • CBO staffing: Each of the four contracted agencies is funded for three case managers, for a total of 12 case managers for the D2 program. At the end of this period, a total of eight positions were filled, all of whom had jail clearance. Project 180 and Volunteers of America each had two active case managers and were hiring for one additional. Amity Foundation had three active case managers. • County staffing: LASD remained fully staffed during this period with 4 Custody Assistants. Among the four DHS Clinical Social Worker positions, two positions remain vacant, after selected candidates did not complete onboarding. One Clinical Social Worker that has transitioned to another position continues to provide interim support to D2 as needed. We are currently re-initiating recruitment for candidates to fill the two open positions, located at Pitchess Detention Center and Century Regional Detention Facility. • During this period, the D2 case managers began co-enrolling clients in the Whole Person Care (WPC) Reentry program when eligible. Co-enrolled clients are eligible for 30 days of essential medications upon release from jail, WPC release desk services, and an expedited Medi-Cal enrollment process. • D2 case conference meetings continued during this period with each of the active in-reach agencies. Individual client cases are discussed to troubleshoot and collaborate on case planning and services. Meetings occur every two weeks. 	<p>D2 lead agencies will continue recruitment processes for vacant positions.</p>
<p>D3: Supportive Service Standards for Subsidized Housing</p>	<ul style="list-style-type: none"> • LAHSA, DMH, DHS, HACLA, and HACoLA recently adopted standardized forms for documenting a person's homeless history and disability. This will greatly expedite the process for entry into Permanent Supportive Housing (PSH). 	<ul style="list-style-type: none"> • LAHSA will convene a meeting of funders to review and receive feedback in August 2019.

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<u>Target Implementation Date:</u> March 2020	<ul style="list-style-type: none"> PSH standards are still being finalized. LAHSA leadership, staff, and Technical Assistance (TA) consultants have identified roles and responsibilities for moving the process forward. The standards are in draft form and will be reviewed shortly by LAHSA's internal team that consists of staff from various sections. Following their review, the standards will be forwarded to TA consultants for additional review. Local funders will then be convened to review the proposed standards and make additional revisions before being submitted to PSH providers and the public for comment. 	<ul style="list-style-type: none"> LAHSA will convene a meeting of PSH providers to review and receive feedback in September 2019. LAHSA will distribute the PSH draft standards to the CoC Advisory Council for feedback in October 2019. LAHSA anticipates releasing the PSH standards for public feedback in November 2019 and incorporating the feedback received to finalize the standards in December 2019.
D4: Regional Integrated Re-entry Networks – Homeless Focus (H)	This strategy has been combined with Strategy B7. The funding for this strategy is supporting 75 dedicated bridge housing beds for individuals existing County jails.	N/A
<p>D5: Support for Homeless Case Managers</p> <p><u>Actual Implementation Dates:</u> December 2016 – March 2019</p> <p>Elderly Nutrition Pilot Program: March 2018</p> <p>DPSS & Union Station Homeless Services Pilot Program: July 31, 2018 – January 31, 2019</p> <p>WDACS-APS Co-Location Pilot Program: September 2018</p>	<p>Strategy D5 Workgroup</p> <ul style="list-style-type: none"> Alternate Public Defender, CEO, CSSD, Dept. of Animal Care and Control (DACC), DPH, DPSS, Library, Public Defender, and WDACS continue to submit referrals using the D5 Referral form. Probation is anticipated to start in Fall 2019. With the implementation of the Los Angeles-Homeless Outreach Portal (LA-HOP), some County departments are using both Strategy D5 and LA-HOP referral mechanisms. The Strategy D5 Full Workgroup continues to meet regularly to discuss referrals and best practices. <p>Pilot Projects</p> <ul style="list-style-type: none"> <u>Elderly Nutrition Pilot (ENP) Program:</u> During the months of April 2019 – June 2019, a total of 25 participants were engaged. Of the 25 participants, only two individuals met the eligibility criteria. On July 2, 2019, LAHSA hosted an in-person meeting to discuss the pilot successes and challenges and to gain further qualitative data to examine the 	<ul style="list-style-type: none"> Strategy D5 Homeless Referral Trainings continue so County departmental staff can make appropriate referrals for people experiencing homelessness. LAHSA continues to provide technical assistance to implement the Strategy D5 Pilots and assist County departments and homeless provider agencies with referrals. WDACS/APS Co-Location: Funding from the Home Safe grant has been awarded to fund a small unit within the APS office to continue engaging and connecting seniors to services. The program

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<p>Home2Work Pilot Program: October 1, 2018</p> <p>DPSS & LAFH Diversion Co-location Pilot: March 2019</p>	<p>pilot outcomes. Due to multiple SPA absences, LAHSA staff will be contacting each lead individually to gather further insights for the future of the Pilot.</p> <ul style="list-style-type: none"> • <u>WDACS-APS Co-Location Pilot:</u> There has been a steady increase in the number of referrals from the APS Field Offices to the Homeless Case Managers. Since September 2018, 46 referrals have been submitted to the offices and 14 clients have been enrolled. • <u>Home2Work Pilot Program:</u> The Pilot focuses on connecting individuals receiving a RRH subsidy to employment services. <ul style="list-style-type: none"> ○ During this quarter, the Pilot expanded to Prevention Providers. ○ In May 2019, WDACS hosted a meeting with all RRH and Prevention Providers in SPAs 1, 3 and 7. ○ The Home 2 Work pilot will move from paper referrals to an automated online referral system and RRH and Prevention providers will soon be trained on how to use the Automated Referral System (ARS). • <u>DPSS & LAFH Diversion Co-Location Pilot:</u> Two staff members from LA Family Housing were co-located at the San Fernando Valley and Glendale DPSS offices once a week to engage participants experiencing homelessness. The co-located staff worked closely with the homeless case managers to identify clients who are at-risk of homelessness or experiencing homelessness, to engage them in diversion/problem-solving interventions. <ul style="list-style-type: none"> ○ Since March 2019, 80 individuals have been engaged and 45 individuals were referred to services. ○ The pilot ended on June 13, 2019 as outlined in the MOU. DPSS and LAFH are presently working together to complete an evaluation with assistance from LAHSA. 	<p>is anticipated to start in August 2019.</p>
<p>D6: Criminal Record Clearing Project (H)</p> <p><u>Actual Implementation Date:</u> January 2018</p>	<p>Public Defender</p> <ul style="list-style-type: none"> • The Public Defender's D6 Senior Attorneys conducted training sessions for all D6 staff on motivational interviewing, creative record clearing for vulnerable populations, and de-escalation training. • The Public Defender has attended events in every Supervisorial District in Los Angeles County to offer D6 services/record clearing. 	<p>Public Defender</p> <ul style="list-style-type: none"> • The Public Defender has developed and proposed a training plan for justice partners to explain the history of the Homeless Initiative, the structure of the Criminal Record Clearing Project, and the goals set for the Project.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • The Public Defender has partnered with City and County agencies such as DPSS and the LA City Attorney's LA Door programs to conduct homeless record-clearing events, which have received media attention. • The Public Defender has expanded its outreach to faith and community-based organizations to include D6 services at Homeless Connect Days as well as other events at CBOs and FBOs. • The Public Defender developed an informational brochure listing upcoming events, which will be updated every two months. • The Public Defender has updated and improved its data collection system to include additional relevant data points. <p>LA City Attorney/LA County Homeless Court</p> <ul style="list-style-type: none"> • The LA City Attorney was awarded a grant from the City of Los Angeles' Innovation fund for \$67,000 to improve its case management system. • The LA City Attorney has continued working with its technology department to create an online database and referral system. • The LA City Attorney established more regular, recurring clinics at new locations including in Hollywood, Downtown Los Angeles, and South Los Angeles. 	<ul style="list-style-type: none"> • The Public Defender will extend its outreach to more riverbanks and encampments in partnership with law enforcement and community-based organizations. • The Public Defender will develop and pilot a training program for case managers in community-based organizations to assist them in navigating the criminal justice system. • The Public Defender anticipates an increase in services and events with the addition of a fourth outreach team in October 2019. <p>LA City Attorney</p> <ul style="list-style-type: none"> • The LA City Attorney will fill its current open vacancy for the Administrative Coordinator Position. • The LA City Attorney is developing an event with Inner City Law Center to assist veterans in November. • The LA City Attorney will continue developing its partnership with Homeboy Industries to receive Program referrals. • The LA City Attorney will continue working on its database and technology so that it can expand the number of participants served each year.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing (H)</p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> • DHS/DPH/DMH continued to meet to track implementation of D7 goals including implementation of CENS at PSH sites, and implementation and collaboration with Housing FSPs , CES, and public housing authorities. DHS linked approximately 5,500 individuals and families referred through the CES, thus far to ICMS services. • DHS continues to plan and track the use of the CES to match eligible participants to housing opportunities that are paired with ICMS services. DHS works with LAHSA to obtain names to be matched to permanent housing resources (project-based sites and tenant-based subsidies) from CES. • DHS has provided Flex Funding to bolster supportive services at existing PSH projects (approximately 800 slots, thus far). DHS will continue to implement the roll out of this funding each month in project-based settings and in agencies with tenant-based subsidies. • DHS met quarterly with capital funding partners (HCID, CDC, HACLA, LACDA) to review current allocations, strategize on future developments which use multiple public funding streams, and discuss criteria to be included in future RFPs and NOFAs. • DMH completed contract amendments adding Housing FSP to 13 more housing resources, thus expanding services in 11 new PSH sites and three tenant-based programs. 261 additional clients will be served. • DPH-SAPC co-located at 18 additional PSH sites and connected CENS to four additional PSH sites, thus bringing the total number of sites with available CENS services to 63 at the end of FY 2018-19, compared to just one in FY 2017-18. • DPH-SAPC engaged and provided SUD workshops to a total of 136 PSH residents in April 2019 and May 2019 to promote SUD treatment services and encourage SUD screening among potential clients. • DPH-SAPC launched the Field Safety Training series for all CENS counselors to ensure personal safety while conducting onsite services. 	<ul style="list-style-type: none"> • DPH-SAPC is developing policies and procedures that will guide CENS counselors' delivery of services at the clients' residences beginning FY 2019-20. • DHS will continue to provide training to the ICMS agencies.
CREATE A COORDINATED SYSTEM		
<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p>	<p>No additional activity since last reporting period.</p>	<p>Continue to monitor partnership with Veterans Administration and SSA for opportunities to enhance services.</p>

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
<p><u>Actual Implementation Dates:</u> Advocacy with SSA – April 2017</p> <p>Advocacy with VA – December 2017</p>		
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> • DPH-SAPC continued implementation of the Drug Medi-Cal Organized Delivery System. • DPH-SAPC received approval from the California Department of Health Care Services to modify the FY 2019-20 Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver rates for all levels of care, except Opioid Treatment Programs (OTP), as the State sets these rates. New rates have been effective since July 1, 2019. • DPH-SAPC launched the SUD Workforce Enhancement for Longitudinal Learning Initiative, which is a collaborative workforce and curriculum modernization effort with the three SUD counselor certifying bodies in California, to ensure that SUD counselors are work-ready once they enter the publicly-funded specialty SUD workforce. 	<ul style="list-style-type: none"> • This fall, DPH will launch Connecting to Opportunities for Recovery and Engagement (CORE) Centers that will be located within five Public Health Clinics and the Wellness Center at LAC+USC with the goal to increase opportunities for youth, adults, and family/friends across Los Angeles County to better understand SUD and connect to prevention and treatment services. • Implement a 12-month pilot program with L.A. Care Health Plan, referring hospitals and residential providers to provide medically-complex individuals with increased access to residential level SUD treatment. • By fall of 2019, launch the Antelope Valley After-Hours Pilot In a food processor fitted with a metal blade add the garlic, rosemary, thyme, cayenne, and salt. Pulse until combined. Pour in olive oil and pulse into a paste. Rub the paste on

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
		both sides of the lamb chops and let them marinate for at least 1 hour in the refrigerator. Remove from refrigerator and allow the chops to come to room temperature; it will take about 20 minutes to expand timely access to care with a focus on after-hours treatment services in the Antelope Valley.
E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness <u>Actual Implementation Date:</u> October 31, 2018	<ul style="list-style-type: none"> All six high-risk target populations included in the Whole Person Care programs have been implemented including: homeless; reentry; mental health; substance use disorder; perinatal; and those with chronic medical conditions. The Medical Legal Partnership program is operational Countywide and has staff co-located at MLK. Since program inception, 1,686 clients whose legal issues are impacting their overall health and wellness, have been served. 	<ul style="list-style-type: none"> Medical Legal program will expand in late 2019 to co-locate attorneys and paralegals in additional DHS hospitals and clinics. Continue program improvement efforts across all WPC programs.
E4: First Responders Training <u>Actual Implementation Date:</u> October 2016	During this reporting period, the following trainings were conducted: <ul style="list-style-type: none"> 237 LASD personnel were trained for a total of 2,044 since the Training's inception 190 non-law enforcements, city personnel were trained for a total of 854 since the Training's inception. 4 Army Corps of Engineer law enforcement personnel were trained. During this reporting period, Lt. Geoff Deedrick presented at over 17 meetings/events and engaged local city staff and law enforcement agencies, County departments, and community-based organization to inform them of the First Responders Training or administer training sessions. 	LASD will continue convening training sessions.
E5: Decriminalization Policy <u>Actual Implementation Date:</u> January 2017	LASD continues to disseminate the Decriminalization Policy departmentwide and share with local law enforcement entities, upon request.	Continue to disseminate the Policy and ensure that it is adhered to departmentwide.
E6: Countywide Outreach System (H) <u>Actual Implementation Date:</u>	Outreach Team Implementation <ul style="list-style-type: none"> Measure H-funded outreach teams continue to proactively serve people experiencing unsheltered homelessness throughout the County of Los Angeles. 	<ul style="list-style-type: none"> Lessons learned and potential scale up of expanded health interventions through the "Housing for Public Health" pilot will be

Strategy Implementation Date (Actual or Target)	Status	Next Steps
March 2017	<ul style="list-style-type: none"> As of June 30, 2019, 100 percent of all Measure H-funded teams inclusive of MDTs, HET, CES, Public Spaces and Weekend teams were fully implemented and continue to ensure entire SPA coverage despite some vacancies. <p>Outreach Team Capacity Building</p> <ul style="list-style-type: none"> On June 10-14, 2019, LAHSA & the Health Agency facilitated a Street-Based Engagement Training and Orientation Week for more than 120 newly-hired DMH HOME, DHS-Contracted MDT and LAHSA HET outreach team members. This comprehensive training included 29 training topics facilitated by over 45 presenters in the areas of health, safety, mental health, substance use, peer support, and collaboration with law enforcement. The Health Agency MDT Learning Collaborative meetings continue monthly, focusing on capacity-building training, sharing success stories, reviewing outcomes, and problem-solving barriers to serving vulnerable populations. <ul style="list-style-type: none"> On April 18, 2019, 91 outreach team members attended the Health Agency-facilitated Learning Collaborative on <i>Grieving on the Streets: Compassion and Community for Outreach Workers Coping with the Death of Clients</i>. The May 16, 2019 Learning Collaborative was attended by 124 outreach team members and included a presentation from DMH on Accessing Full Service Partnership and a training entitled <i>Domestic Violence on the Streets: Overview & Resources</i>. On April 25-26, 2019, 27 MDT Mental Health Specialists attended a training on <i>Recognizing and Responding to Suicide Risk: Essential Skills for Clinicians</i>. <p>Los Angeles County Homeless Outreach Portal (LA-HOP)</p> <ul style="list-style-type: none"> As of June 30, 2019, LA-HOP had received 9,760 requests for outreach since the April 2018 soft launch of LA-HOP. The plurality (35 percent) came from Concerned Residents, with 22 percent coming from government employees and 18 percent from homeless service providers. Outreach Coordinators are now using LA-HOP's new messaging service to send critical, system-wide information and training tools to all outreach workers. <p>Outreach Coordination</p> <ul style="list-style-type: none"> Outreach Coordinators in four SPAs are developing and implementing plans to support the opening and filling of shelter beds for Bridge Home interim housing sites. 	<p>explored by the steering committee.</p> <ul style="list-style-type: none"> Interim Housing: Capacity, Access & Expectations for Outreach Workers will be presented collaboratively by DMH, DHS Housing for Health and LAHSA at the Learning Collaborative scheduled for August 15, 2019.

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> Outreach Coordinators attended a 3-day Train-the-Trainer session on Problem-Solving (Diversion) Skills. This training will allow Coordinators to better support Outreach Teams in carrying out Problem Solving/Diversion conversations with participants. <p>Improving Street-based Policy and Practice</p> <ul style="list-style-type: none"> On May 1-2, 2019, Outreach Coordinators and Outreach Teams joined with Department of Public Health Nurses as well as Substance Abuse Prevention and Control and its providers to implement the "Housing for Public Health" pilot, which involved the provision of expanded vaccines and harm reduction services in a high-need, resource-limited encampment environment. Pilot sites included Coyote Creek (SPA 7) and unincorporated Lancaster (SPA 1). 	
<p>E7: Strengthen the Coordinated Entry System (H)</p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> Capacity building and Training Academy (CTA): Year to date, 49 applications have been received, 38 providers have been awarded thus far, and a total of \$1,661,375 in Measure H funds have been invested in operational infrastructure enhancements. 598 unduplicated individuals have been trained during the reporting period. 36 courses were available through the CTA on 16 unique topics including Trauma Informed Care. CES Policies- A workgroup met on June 17 to discuss how RRH should be prioritized and matched within the system. DV Coordination: On June 20th, LAHSA convened the DV community to discuss the new TH/RRH joint component, a project type that includes two existing program components—TH and PH-RRH—in a single project to serve individuals and families experiencing homelessness. Seven out of the eight DV Regional Coordinators have been hired and have created and begun training CES lead agencies on Safety Planning. Quarterly SPA-wide gatherings are being hosted to inform, educate, and continue to foster partnerships. Housing Location: In June 2019, LAHSA facilitated a Housing Location User Feedback Session to seek feedback from providers, DMH, and DHS on how to improve the program. LAHSA added holding fees to the scope of work as a result of this session. Legal Services: In June, over 80 RRH lead case managers were trained on basic parameters of a lease, lease terms to avoid, and how to refer to the Preventing and Ending Homelessness Project. 	<ul style="list-style-type: none"> CTA will expand the South LA Capacity Building Cohort model to San Gabriel Valley and other communities. The CES workgroup will engage existing RRH providers to identify specific elements to test and evaluate. The group will return to Policy Council in September with a status update. All DV Coordinators will be hired throughout the SPAs. For Housing Location, LAHSA will finalize the Universal Landlord Packet for LAHSA funded RRH programs. Will schedule feedback sessions with landlords and PATH Lease-Up staff. LAHSA will analyze barriers to housing and determine how to identify "quality" housing.

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	<ul style="list-style-type: none"> Representative Payee: In April 2019, LAHSA provided training and support to the service providers on HMIS use, proper financial tracking of services, making appropriate referrals, marketing of services, and coordination within CES. 	<ul style="list-style-type: none"> For Legal Services, LAHSA will (1) complete contract renewal with ICLC, and complete corresponding subcontractor renewals between ICLC and sub-contractors, (2) provide marketing materials to other contracted providers and permanent supportive housing projects, and (3) consider program modifications that will result in more clients being referred to legal services.
E8: Enhance the Emergency Shelter System (H) <u>Actual Implementation Date:</u> October 2016	<ul style="list-style-type: none"> The Bed Availability Web Application pilot was launched in April 2019. Enhancements have been made including an accessibility filter to accommodate persons with disabilities and manual reporting of availability by interim housing providers. LAHSA collaborated with the Health Agency departments to refine and republish the Universal Referral Form. In June, a letter was sent to all interim housing providers funded by LAHSA and the Health Agency regarding implementation of the new shelter standards, which include the requirement to submit a Quality Assurance Plan and adhering to Policies and Procedures for Grievances and Terminations, to be implemented in August 2019. In June, LAHSA co-facilitated a family interim housing feedback session that gathered feedback from selected family interim housing providers regarding two proposed housing models for new family congregate shelters. 	<ul style="list-style-type: none"> Bed Availability Web Application will be implemented countywide for Crisis and Bridge Housing bed resources beginning September 2019, including program sites, points of contact, operating hours, and accessibility information. In August 2019, LAHSA and the Health Agency will convene interim housing providers to review the new Practice Standards and monitoring tool.
E9: Discharge Data Tracking System <u>Actual Implementation Date:</u> June 2017	<ul style="list-style-type: none"> Continued meetings with managed care organizations (MCOs), hospitals, and clinics with homeless services partners. Updated Enterprise Linkage Project agreement to share additional HMIS data. Completed plan to provide MCOs and hospitals access to HMIS for care coordination purposes. Continued to review and revise HMIS policies with HUD TA to more clearly define participating organizations eligible to access HMIS. Increased the number of HMIS licenses to allow for additional partners. 	<ul style="list-style-type: none"> Collaborative effort to streamline the Countywide Master Data Management/InfoHub with the Enterprise Linkage Project. Continue meetings with clinics to further discuss HMIS access for the care coordination.

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
		<ul style="list-style-type: none"> Continue to review and revise to HMIS policies with HUD TA to more clearly define participating organizations eligible to access HMIS and update privacy and data sharing policies.
E10: Regional Coordination of Los Angeles County Housing Authorities <u>Actual Implementation Date:</u> May 2016	<ul style="list-style-type: none"> On June 27, 2019, the LACDA conducted a meeting with Housing Authorities from multiple cities including the City of Los Angeles, Pomona, Compton, Pasadena, Redondo Beach, Long Beach, South Gate, Norwalk, Burbank, and Baldwin Park. Key stakeholders and partners also attended the meeting, including representatives from the County of Los Angeles Chief Executive Office, Los Angeles Homeless Service Authority, Los Angeles County Office of Immigrant Affairs, U.S. Department of Housing and Urban Development (HUD), and the Office of U.S. Senator Dianne Feinstein. Topics discussed during the meeting included: <ul style="list-style-type: none"> Measure H funding opportunities Veterans Affairs Supportive Housing (VASH) Program Information on resources regarding the proposed non-citizen housing rule 	<ul style="list-style-type: none"> Request regional exception payment standards from HUD for the Veteran Affairs Supportive Housing (VASH) Program. Request HUD regulatory waivers to streamline the Housing Quality Standards (HQS) inspection process. Will continue to advocate for PHA participation in Permanent Supportive Housing (B4/B8) commitments supported by Measure H funding. Solicit the implementation of VASH Interagency Agreements with the remaining housing authorities within and outside of LA County.
E11: County Specialist Support Team (Super Connect) <u>Actual Implementation Date:</u> December 2017	<ul style="list-style-type: none"> Continued to assess and link complex clients to appropriate services including FSP and Board and Care. Continued to assess/monitor the most recent five percent list of heavy utilizers of County services to identify service providers to offer assistance in securing housing and services to stabilize clients. Super Connect team assisted the Enriched Residential Care Team to place homeless individuals with high acuity into Adult Residential Facilities. Since January 1, 2019, DPSS staff has consulted and assisted on over 1,000 cases involving homeless individuals; this includes verifying income to expedite access to housing resources, providing a status of public benefits, assisting with completion of any necessary paperwork, and ensuring that there is no lapse in benefit coverage, especially Medi-Cal. 	<ul style="list-style-type: none"> Integrate SuperConnect into Housing for Health for optimal service alignment. Continue to assess and link complex clients to appropriate services.

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<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Actual Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> • CEO Research and Evaluation Services (RES) utilized its delegated authority to select contractors to conduct five mixed-methods evaluations of a total of seven HI strategies. Agreements were executed in May 2019. • Development continued of the Countywide Homeless Information Portal (CHIP), the automated system for use with AB 210 data sharing authority; a version of the system was demonstrated to the AB 210 workgroup. • Report Back on October 30, 2018 Board motion on use of Data and Analytics to combat homelessness submitted in June 2019. 	<ul style="list-style-type: none"> • Complete and implement CHIP. • CIO will continue to work with its contractor to develop and implement the modernized Enterprise Linkages Program (ELP) to be integrated into the Countywide Master Data Management (CWMDM) system. • Midway Point presentations to be given by strategy evaluators to strategy leads in August 2019. • DPSS HMIS data matches to be performed as an outgrowth of the Employment Taskforce Analysis. Expected completion by November 2019. • Part 2 of Taskforce Analysis to be focused on outcomes associated with County workforce services. Project period TBD.
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Actual Implementation Date:</u> Fall 2018</p>	<ul style="list-style-type: none"> • The Universal Notice of Funding Availability (UNOFA) team continues to meet weekly in the development of the online application system. Currently, testing of initial UNOFA functions is ongoing. This testing includes applicant registration, login, access to the UNOFA system, email notifications, Q&A, and other administrative functions. 	<ul style="list-style-type: none"> • The UNOFA system is undergoing testing now. Development of the full system is also taking place, with each component being tested as it is developed. Roll-out of the UNOFA system is expected in the Fall of 2019.
<p>E14: Enhanced Services for Transition Age Youth (H)</p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: September 2016 Phase 3: July 2018</p>	<ul style="list-style-type: none"> • LAHSA, in partnership with the Homeless Youth Forum of Los Angeles (HYFLA), applied for HUD's Youth Homelessness Demonstration Program to develop and implement a Coordinated Community Plan for Youth. The application included input and contributions from myriad stakeholder groups and partners including TAY, public agencies, CES Lead Agencies, other TAY providers, advocacy organizations, elected officials, faith-based coalitions, and more. 	<ul style="list-style-type: none"> • Awaiting HUD announcement of the Youth Homelessness Demonstration Program awards. • CEO, DCFS, Probation, DMH, the Center for Strategic Partnerships, and LAHSA will continue to partner to submit report-backs for several

Strategy Implementation Date (Actual or Target)	Status	Next Steps
Phase 4: October 2016	<ul style="list-style-type: none"> • LAHSA convened a program launch with newly-funded Host Home providers and contracted technical assistance provider Point Source Youth. Each provider has initiated program activities including host recruitment and training. The Host Home model provides up to six months of interim housing for TAY by connecting them to volunteer hosts with an extra bedroom in their owned or rented home. • Planning began for a Host Home evaluation, led by Lens Co. as the contracted evaluator. • LAHSA selected an evaluator for the Transitional Housing for TAY evaluation. The planning phase of the evaluation will continue throughout the first quarter of FY 2019-20. • CEO, DCFS, Probation, DMH, the Center for Strategic Partnerships, and LAHSA partnered to develop report-backs for several directives included in the November 2018 Re-orienting TAY Systems of Care to Support Housing Stability Board Motion. In response to these directives, DCFS reported a 50 percent increase in THP Plus beds and a 33 percent increase in THPP NMD beds effective FY 2019-20, partner agencies reported on structural barriers to the effectiveness of the LAHSA Independent Living Program (ILP), and LAHSA reported an expansion of various housing resources and services in FY 2019-20 available for TAY experiencing homelessness including eligible former foster and Probation TAY. • HYFLA hosted its inaugural Youth Summit at LA Trade and Technical College. The event was planned and led by HYFLA members and included guest speakers and panels, as well as resource tables and performance art. TAY, providers, elected offices, and other stakeholder groups attended the event. 	<p>directives included in the November 2018 Re-orienting TAY Systems of Care to Support Housing Stability Board Motion.</p> <ul style="list-style-type: none"> • Problem-Solving Specialists will staff two high-volume TAY interim housing sites. • DCFS/Probation Liaisons will staff Youth CES Lead Agencies countywide to support coordination efforts between DCFS, Probation, and Youth CES, and to enhance housing outcomes for youth exiting these systems. • LAHSA will begin administering the centralized Problem-Solving Assistance Fund, accessible to trained system partners (i.e., F, Probation, DPSS, etc.) and CES Entry Points (i.e., Access Centers, Access Points, Outreach, and Interim Housing). The Fund will provide TAY with limited and one-time financial assistance to support them to access temporary or permanent housing outside of CES, such as family or friends. • HYFLA will open a nomination process to recruit new members. • LAHSA will fund up to 175 additional Rapid Re-Housing slots for TAY with funding from the Homeless Emergency Aid Program (HEAP).

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
		<ul style="list-style-type: none"> • UCLA Project STRIVE will complete its evaluation of the Youth Family Reconnection Program. • LAHSA will release standardized CES procedures related to Referral, Access, and Assessment.
E15: Homeless Voter Registration and Access to Vital Records <u>Actual Implementation Date:</u> January 2017	<ul style="list-style-type: none"> • During this quarter, the Registrar-Recorder/County Clerk (RR/CC) participated in nine Homeless Connect days, offering information on how to obtain birth certificates using a fee waiver, voter registration opportunities, and election information. • RR/CC continued to provide up to three copies of birth certificates when homeless clients provide a signed Affidavit of Homeless Status for Fee Exempt Certified Copy of Birth Certificate (previously individuals were only eligible for one copy). 	<ul style="list-style-type: none"> • RR/CC will continue to promote voter education and civic engagement with homeless services agencies including participation in Homeless Connect Days. • RR/CC will continue outreach to new community partners and explore additional opportunities with current partners. • RR/CC will assess changes to LA County elections in 2020 to address any impacts on people experiencing homelessness.
E16: Affordable Care Act opportunities <u>Implementation Dates:</u> Actual: July 2017 Health Homes: Targeted for Summer 2019	<ul style="list-style-type: none"> • Cumulative enrollments in Whole Person Care through February 2019 reached 45,996 unique clients and 616,042 cumulative member months of service. • DHS continued partnerships with health plans, clinics, and hospitals to better serve WPC clients, particularly in preparing for the onset of Health Homes which targets the same population as WPC. • Rollover WPC funding from the state from program year 3 to 4 was approved for the first phase and discussions are continuing with the State for the remaining funds to make capital investments in the development of additional interim housing beds, including recuperative care. 	Sustainability planning and program transitions are underway, as DHS does not have any indication that additional funding will be allocated for WPC in the next Medi-Cal waiver.
E17: Regional Homelessness Advisory Council (RHAC) and Implementation Coordination	The RHAC held its quarterly meeting on June 6, 2019, and discussed the 2019 Greater Los Angeles Homeless Count Results, calibrating CES expectations, and updates on federal, state, and local budgets.	The RHAC will meet quarterly in September and December for the remainder of 2019.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<u>Actual Implementation Date:</u> February 2017		
CREASE AFFORDABLE HOUSING		
F1: Promote Regional SB 2 Compliance <u>Actual Implementation Date:</u> November 2016	No community outreach was conducted this quarter promoting SB 2 compliance.	CEO and DRP will evaluate next steps to take to best promote SB 2 compliance.
F2: Linkage Fee Nexus Study, and F5: Incentive Zoning/Value Capture Strategies <u>Actual Implementation Date:</u> January 2018	Completed as of January 31, 2019.	N/A
F3: Support for Inclusionary Zoning for Affordable Rental Units <u>Actual Implementation Date:</u> March 2016	Staff continued review of the Inclusionary Housing Feasibility Study and is currently working to secure a consultant to help in the analysis and updating of the study based on input gathered from stakeholders.	See status.
F4: Development of Second Dwelling Unit Pilot Project <u>Actual Implementation Date:</u> October 2017	<ul style="list-style-type: none"> • Since the last Quarterly Report, one homeowner signed the deed of trust and promissory note agreement with the LACDA and broke ground on the construction of their new ADU (June 25th). A second new ADU participant has obtained permits from Public Works (DPW). A third new ADU participant is nearing DPW approval and should secure building permits this month (July 2019). A participating homeowner with an existing ADU is in plan check and awaits DPW approval. • A participant has been identified for a possible accessible new ADU. LACDA is currently in the process of verifying the feasibility of this potential project. • LACDA has found that there are challenges during the permitting and financing stages for each project. Below are some of the challenges: 	<ul style="list-style-type: none"> • Continue monitoring construction progress on new ADU currently in construction. Expected completion: Aug/Sept. 2019. • Start construction on new ADU project by August/September 2019. • Start construction on two new ADU projects by September/October 2019.

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> ○ Seismic area testing requirement and related costs for one new ADU project. ○ Changes in general contractors and challenges in identifying replacements. ○ Securing adequate funding sources and available cash to ensure project feasibility during construction. ● LACDA continues to work with homeowners through these permitting and financing issues. LACDA will also continue to coordinate with DPW, DRP, and LA Mas in developing strategies to address these issues. ● LACDA is collecting data on all existing ADU- related programs within the County of Los Angeles. LACDA will continue to develop this data for informational and comparative purposes. 	<ul style="list-style-type: none"> ● Continue to identify lessons learned, and strategies to address issues encountered by ADU Pilot Project participants.
F6: Use of Public Land for Homeless Housing <u>Target Implementation Date:</u> Ongoing	Ongoing discussions between CEO Asset Management and CEO-HI staff regarding potential vacant or underutilized properties for interim housing and permanent supportive housing.	CEO to obtain approval of Board offices for use of County property for interim or permanent housing.
F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (H) <u>Actual Implementation Date:</u> NOFA 23-A released in September 2017	<ul style="list-style-type: none"> ● Project management is ongoing for the five projects from the Notice of Funding Availability 23-A, which received Measure H funds in 2018: <ul style="list-style-type: none"> ○ PATH Villas at South Gate – Predevelopment ○ Kensington Campus – In construction ○ The Spark at Midtown – In construction ○ Florence Apartments – In construction ○ Sun Commons – Predevelopment ● The below projects received Measure H funding through NOFA 24-A and are all in the predevelopment stage: <ul style="list-style-type: none"> ○ Veterans Park Apartments ○ Fairview Heights ○ Vermont/Manchester Apartments ○ The Pointe on La Brea ○ PCH and Magnolia Apartments ○ Juniper Grove Apartments 	<ul style="list-style-type: none"> ● PATH Villas at South Gate applied for 9 percent tax credits on July 1, 2019. ● Kensington Campus is in construction and expects to complete construction in December 2019. ● The Spark at Midtown is in construction and expects to be complete in November 2020. ● Florence Apartments is in construction and expects to complete in August 2021. ● Sun Commons applied for 9 percent tax credits on July 1, 2019. ● Veterans Park Apartments received a 9 percent tax credit

Strategy <u>Implementation Date</u> (Actual or Target)	Status	Next Steps
		<p>allocation and is expected to close construction financing in December 2019.</p> <ul style="list-style-type: none"> • Fairview Heights received a 9 percent tax credit allocation and is expected to close construction financing in December 2019. • PCH and Magnolia is in predevelopment with a tax credit allocation date to be determined. • Vermont/Manchester Apartments is expected to close construction financing in March 2020. • The Pointe on La Brea is in predevelopment with a tax credit allocation date to be determined. • Juniper Grove Apartments applied for 9 percent tax credits on July 1, 2019.
<p>F7: One-time Housing Innovation Fund (H)</p> <p><u>Implementation Dates:</u> Actual RFP release: June 2018 Selection of winning proposals: December 2018</p>	<ul style="list-style-type: none"> • Since the last Quarterly Report, LACDA and CEO-HI met with the five winners of the Housing Innovation Challenge (HIC) to discuss the contracting process. • CEO-HI developed a Board Letter to authorize LACDA to execute and administer the contracts with the winners. The Board Letter was approved on August 13, 2019. 	<ul style="list-style-type: none"> • Execute contracts with the five winners of the HIC.

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

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

Exhibit III

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
A1: Homeless Prevention Program for Families	Percentage of A1 participant families that exit the program who retain their housing or transition directly into other permanent housing	73% (348/477)	89% (689/775)
A1: Homeless Prevention Program for Families	Percentage of A1 participants that did not enter any homeless services programs within six months of exiting the prevention program	N/A	93% (583/629)
A5: Homeless Prevention for Individuals	Percentage of A5 participants that exit the program who retain their housing or transition directly into other permanent housing	89% (72/81) <small>(data is for February 2018-June 2018)</small>	93% (813/872)
A5: Homeless Prevention for Individuals	Percentage of A5 participants that did not enter any homeless services programs within six months of exiting the prevention program	N/A	89% (510/572)
B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	Number of B1 participants who secured housing with B1 subsidy	1476	253
	Percentage of enrolled B1 participants who secured housing with B1 subsidy	61%	86%
	Number of B1 participants approved for SSI	120	117
B3: Partner with Cities to Expand Rapid Re-Housing	Number of participants newly enrolled in B3	12,675	10,747
	Number of participants active in the program on the last day of the reporting period	11,661	11,951
	Number of B3 participants active in the program within the reporting period date range	17,787 <small>Does not include DHS data</small>	21,357
	Number of B3 participants who secured permanent housing during the reporting period with or without a rapid rehousing subsidy	4,937	5,065

*Some of the outcomes reported in prior quarterly reports have changed due to data lag and other revisions.

**B1 subsidy referrals/enrollments were suspended between March 2018 and February 2019.

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
B3: Partner with Cities to Expand Rapid Re-Housing	Of B3 Participants who secured housing with a rapid rehousing subsidy, number who remained in permanent housing upon exiting the RRH program	1,482	1,413
	Of B3 Participants who secured housing with a rapid rehousing subsidy, percentage who remained in permanent housing upon exiting the RRH program	65% (1,482/2,286)	87% (1,413/1,627)
	Number of B3 participants who obtained employment	508	552
	Number of B3 participants who obtained benefits	453	357
B4: Facilitate Utilization of Federal Housing Subsidies (FY2017/2018 data includes all data from LACDA, but may not include all data from other public housing authorities; FY2018/2019 data includes data from all participating public housing authorities)	Number of formerly homeless individuals and families that were housed using B4 landlord incentive payments	629	2,120
	Number of landlord/community engagement events held	49	125
	Number of landlord requests to participate in Homeless Incentive Program (HIP)	691	2,435
	Number of incentives provided to landlords	874	2,534
	Amount of incentives provided to landlords	\$1,285,217	\$ 4,207,723
	Number of units leased with HIP incentives (by bedroom size)	Total: 498 Bedroom sizes: SRO = 2 0 = 64 1 = 224 2 = 153 3 = 38 4 = 11 5 = 6	Total: 1,863 Bedroom sizes: SRO = 4 0 = 106 1 = 916 2 = 558 3 = 192 4 = 62 5 = 16 6 = 1 Shared = 8

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
B4: Facilitate Utilization of Federal Housing Subsidies (FY2017/2018 data is for LACDA; FY2018/2019 data is for all participating public housing authorities)	Number of security deposits paid	361	2,083
	Amount of security deposits paid	\$780,476	\$ 5,298,068
	Number of utility deposits/connection fees paid	56	757
	Amount of utility deposits/connection fees paid	\$7,928	\$ 97,583
	Number of rental application and credit check fees paid	46	512
	Amount of other move-in assistance paid	\$129,051	\$688,029
B6: Family Reunification Housing Subsidy	Number of B6 participant families placed in housing	71 (Data for 1/1/17-6/30/18)	89
B7: Interim/Bridge Housing for Those Exiting Institutions	Number of individuals who have been served with B7-funded interim/bridge housing.	2,179	3,257
	Breakdown of the institution from which individuals who were served in interim/bridge housing were discharged (Sum of categories does not equal total number because some individuals have multiple enrollments and/or came from different places prior to enrollment.)	Hospitals: 386 Jail/Prison/Juvenile Detention Center: 1,164 Other: 635	Hospitals: 1,037 Jail/Prison/Juvenile Detention Center: 861 Substance Abuse Treatment: 926 Interim or Transitional Housing: 138 Other: 305

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
B7: Interim/Bridge Housing for Those Exiting Institutions	Number of B7 participants who exit to a permanent housing destination	445 <i>(does not include Department of Public Health Substance Abuse Prevention and Control outcomes)</i>	544
C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families	Number of C1 participants who are engaged in subsidized employment	268	236
	Number of C1 participants who are placed in unsubsidized employment	39	10
C2/C7: Increase Employment for Homeless Adults	Number of C2/C7 participants enrolled in Transitional Employment	800	1265
	Number of C2/C7 participants who secured unsubsidized employment	283	582
	Number of DPSS GR Participants served by C2/C7	142	215
C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs	Number of individuals at risk of or experiencing homelessness who were hired into county positions	50	3

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness	Number of individuals newly enrolled in C4 program	6,828	5,393
	Number of individuals currently enrolled in C4 program	5,388	10,259
	Number of C4 participants whose applications for SSI benefits have been submitted	393	1,266
	Number of C4 participants whose applications for SSI benefits have been denied	2	44
	Number of C4 participants whose applications for SSI benefits are pending disposition	N/A	896
	Number of C4 participants approved for SSI benefits	114	327
	Number of C4 participants who are linked to and have access to mental health services	2,509	1,980
	Number of C4 participants who are linked to and have access to health services	4,582	3,655
C5: Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness	Number of individuals newly enrolled in C5 program	405	320
	Number of individuals currently enrolled in C5 program	318	607
	Number of C5 participants whose applications for Veterans benefits have been submitted	23	31
	Number of C5 participants whose applications for Veterans benefits have been denied	2	2
	Number of C5 participants approved for Veterans benefits	21	15

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
C5: Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness	Number of C5 participants whose applications for SSI benefits have been submitted	16	77
	Number of C5 participants whose applications for SSI benefits have been denied	0	1
	Number of C5 participants approved for SSI benefits	2	17
	Number of C5 participants who are linked to and have access to mental health services	142	117
	Number of C5 participants who are linked to and have access to health services	261	228
C6: Targeted SSI Advocacy for Inmates	Number of individuals newly enrolled in C6 program	225	513
	Number of individuals currently enrolled in C6 program	155	633
	Number of C6 participants whose applications for SSI benefits have been submitted	11	39
	Number of C6 participants whose applications for SSI benefits have been denied	0	0
	Number of C6 participants approved for SSI benefits	5	5
	Number of C6 participants who are linked to and have access to mental health services	72	217
	Number of C6 participants who are linked to and have access to health services	120	302

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
D2: Expansion of Jail in Reach	Number of inmates who received D2 jail in-reach services	3,489	1,349
	Number of D2 participant inmates who were assessed with the VI-SPDAT	2,632	975
	Number of D2 participant inmates placed in bridge housing upon release	723 (from 9/14/17-6/30/18)	429
	Number of D2 participant inmates transported to housing upon release	620 (from 9/14/17-6/30/18)	210
	Number of D2 participant inmates referred to SSI advocacy program (CBEST)	106 (from 9/14/17-6/30/18)	55
	Number of D2 participant inmates placed in permanent supportive housing by the Housing for Health program within 12 months of release	119	160
	Number of D2 participant inmates referred to Community Transition Unit (CTU) for GR assistance at DPSS	407	63
	Number of D2 participant inmates referred to CTU for Medi-Cal application assistance	283	75
D6: Criminal Record Clearing Project	Number of Public Defender homeless outreach events held through D6	54 (January - June 2018)	138
	Number of City Attorney homeless outreach events held through D6	N/A	56
	Number of homeless persons engaged by Public Defender through D6	577 (January - June 2018)	897
	Number of homeless persons engaged by City Attorney through D6	N/A	1,211

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
D6: Criminal Record Clearing Project	Number of petitions for dismissal/reduction filed by Public Defender for D6 participants	264 (January - June 2018)	987
	Number of petitions for dismissal/reduction filed by City Attorney for D6 participants	N/A	1,793
	Number of petitions filed by Public Defender for dismissal/reduction that were granted for D6 participants	153 (January - June 2018)	554
	Number of petitions filed by City Attorney for dismissal/reduction that were granted for D6 participants (some granted petitions were filed prior to Measure H funding)	N/A	1,102
D7: Provide Services and Rental Subsidies for Permanent Supportive Housing (PSH)	Number of D7 participants newly enrolled and linked to Intensive Case Management Services (ICMS)	2,842	3,962
	Number of participants in existing PSH units that had insufficient supportive services who are now receiving D7 ICMS services to increase housing retention (These participants are considered to be part of the "D7 Flex" program.)	N/A	803
	Number of individuals who were active in the D7 and D7-flex programs during the reporting period	2,842	7,255
	Number of newly enrolled D7 participants receiving federal rental subsidies.	1,524	2,267
	Number of newly enrolled D7 participants receiving local rental subsidies	1,081	1,573
	Number of D7 participants placed in housing during the reporting period	1,340	2,152

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
E4: First Responders Training	Number of LASD deputies and sergeants trained	1,315 (from 10/2016 to 6/2018)	729
	Number of non-LASD law enforcement personnel trained	43	19
	Number of non-law enforcement first responders trained	389 (from 6/2017 to 6/2018)	465
E6: Countywide Outreach System (Data is for CES Outreach Teams, DHS Multidisciplinary Teams, and LAHSA Homeless Engagement Teams.)	Number of individuals initiated contact	17,929	22,410
	Number of individuals newly engaged during the reporting period	8,658	10,905
	Number of individuals engaged during the reporting period	9,257	15,039
	Number of individuals who received services or successfully attained referrals	6,833	17,673
	Number of individuals who were placed in crisis or bridge housing	1,164	1,468
	Number of individuals who were linked to a permanent housing resource	533	1,018
	Number of individuals who were placed in permanent housing	375	757
E7: Strengthen the Coordinated Entry System (CES) (All data for this strategy is for the CES as a whole.)	Number of households assessed through CES	28,874	27,116
	Average length of time in days from assessment to housing match	208	257
	Average length of stay in days in crisis/bridge housing for those who exited in the reporting period	63	48
	Average acuity score of persons or households who have obtained permanent housing	7.43	7.8
	Number of persons/households who have increased their income	5,937	7,093

Homeless Initiative Performance Data by Strategy
Fiscal Year 2018-19, July 2018 - June 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO JUNE 2019 (FULL FISCAL YEAR 2018/2019)
E8: Enhance the Emergency Shelter System (Data includes all participants served in programs funded in whole or in part by Measure H.)	Number of participants newly enrolled in the program during the reporting period	13,524	17,759
	Number of persons active in the program within the reporting period	15,970	22,362
	Number of persons who exited crisis, bridge, or interim housing to permanent housing during the reporting period (out of total exits to any destination)	2752 (out of 11,420 total exits) = 24%	3,971 (out of 15,581 total exits) = 25%
E14: Enhanced Services for Transition Aged Youth (TAY)	Percentage of E14 TAY participants who exit transitional housing to permanent housing destinations during the reporting period	50% (34 out of 66 total exits)	39% (150 out of 388 total exits)
	Percentage of E14 TAY participants who obtained employment during the reporting period	16% (47 out of 287 active participants)	12% (104 out of 872 active participants)
	Number of TAY participants who were assessed using the Next Step Tool	3,537	3,285
	Number of children linked to appropriate educational programs, including enrollment in school and/or connections to McKinney-Vento resources	N/A	1,811
	Number of educational assessments completed with youth ages 16-24	N/A	396

**Select Homeless Initiative Strategy (B3, B7, D7, E6, E8) Performance Data by
Service Planning Area (SPA)
Fiscal Year 2018/2019 (July 2018 - June 2019)**

B3: Partner with Cities to Expand Rapid Re-Housing	Number of individuals newly enrolled	Number of individuals active in the program within the reporting period	Number of B3 participants who secured permanent housing during the reporting period with or without a rapid rehousing subsidy
Total	10,747	21,357	5,065
SPA 1	1,018	1,463	495
SPA 2	2,464	4,411	729
SPA 3	1,314	1,907	442
SPA 4	1,619	3,073	920
SPA 5	444	1,514	471
SPA 6	2,124	5,075	1,224
SPA 7	901	2,188	310
SPA 8	963	1,936	486

B3: Partner with Cities to Expand Rapid Re-Housing	Of B3 Participants who secured housing with a rapid rehousing subsidy, number who remained in permanent housing upon exiting the RRH program	Of B3 Participants who secured housing with a rapid rehousing subsidy, number who exited the RRH program	Of B3 Participants who secured housing with a rapid rehousing subsidy, percentage who remained in permanent housing upon exiting the RRH program
Total	1,413	1,627	87%
SPA 1	253	274	92%
SPA 2	168	186	90%
SPA 3	191	203	94%
SPA 4	221	286	77%
SPA 5	40	55	73%
SPA 6	288	342	84%
SPA 7	74	84	88%
SPA 8	180	199	90%

Note: B3 data is broken down by the Service Planning Area in which the participant was served.

**Select Homeless Initiative Strategy (B3, B7, D7, E6, E8) Performance Data by
Service Planning Area (SPA)
Fiscal Year 2018/2019 (July 2018 - June 2019)**

B7: Interim/Bridge Housing for Those Exiting Institutions	Number of individuals who have been served with B7 funded interim/bridge housing	Number of B7 participants who exit to a permanent housing destination
Total	3,257	544
SPA 1	162	31
SPA 2	277	18
SPA 3	549	25
SPA 4	536	72
SPA 5	184	21
SPA 6	561	96
SPA 7	500	65
SPA 8	508	13

Note: B7 data is broken down by the Service Planning Area in which the participant was served.

D7: Provide Services and Rental Subsidies for Permanent Supportive Housing	Number of D7 participants newly placed in housing
Total	2,152
SPA 1	216
SPA 2	414
SPA 3	174
SPA 4	443
SPA 5	38
SPA 6	375
SPA 7	146
SPA 8	329
SPA Unknown	17

Note: D7 SPA data is based on location where participant is housed.

**Select Homeless Initiative Strategy (B3, B7, D7, E6, E8) Performance Data by
Service Planning Area (SPA)
Fiscal Year 2018/2019 (July 2018 - June 2019)**

E6: Countywide Outreach System	Number of unduplicated individuals initiated contact	Number of unduplicated individuals newly engaged during reporting period	Number of unduplicated individuals who received services or successfully attained referrals
Total	22,410	10,905	17,673
SPA 1	1,572	1,196	1,241
SPA 2	1,464	661	1,282
SPA 3	2,591	1,101	1,986
SPA 4	5,930	2,102	4,309
SPA 5	3,143	2,307	2,580
SPA 6	2,901	1,210	2,774
SPA 7	2,997	1,465	2,051
SPA 8	2,588	1,262	2,116

E6: Countywide Outreach System	Number of unduplicated individuals who are placed in crisis or bridge housing	Number of unduplicated individuals who are linked to a permanent housing resource	Number of unduplicated individuals who are placed in permanent housing
Total	1,468	1,018	757
SPA 1	145	136	111
SPA 2	84	75	59
SPA 3	168	161	89
SPA 4	436	205	198
SPA 5	51	33	27
SPA 6	262	93	92
SPA 7	222	225	90
SPA 8	153	125	106

Notes: E6 data is broken down by the Service Planning Area in which the participant was served. Data is for three types of outreach teams: Department of Health Services' Multidisciplinary Teams (MDTs), Los Angeles Homeless Services Authority Homeless Engagement Teams (HET), and Coordinated Entry System (CES) teams. Due to participants being enrolled into multiple programs across countywide outreach teams, the total number per SPA does not equal the sum of all teams added together. Data for metrics on services/referrals, crisis housing, and permanent housing include individuals who were engaged during the reporting period but may have been engaged for the first time in a prior reporting period. Therefore, the total number who received services/referrals exceeds the total number who were newly engaged.

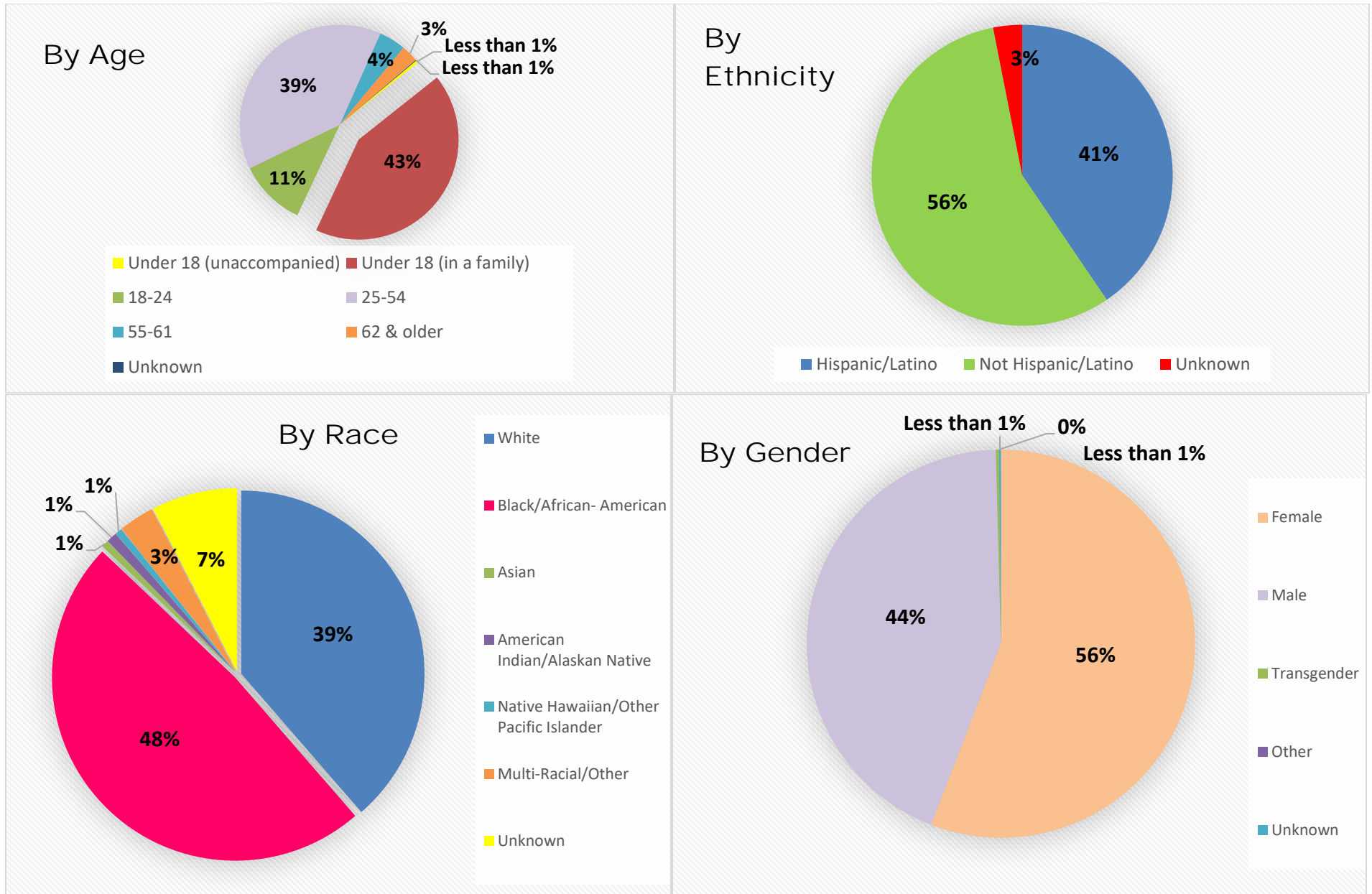
**Select Homeless Initiative Strategy (B3, B7, D7, E6, E8) Performance Data by
Service Planning Area (SPA)
Fiscal Year 2018/2019 (July 2018 - June 2019)**

E8: Enhance the Emergency Shelter System	Number of individuals who entered E8 interim/crisis/bridg e housing programs in the reporting period	Number of individuals who have been served by E8 funded interim/crisis/bridg e housing beds
Total	17,759	22,362
SPA 1	1,358	1,524
SPA 2	1,691	2,513
SPA 3	2,143	2,468
SPA 4	2,651	3,337
SPA 5	1,815	2,072
SPA 6	5,809	7,643
SPA 7	968	1,358
SPA 8	2,107	2,359

Note: E8 data is broken down by the Service Planning Area in which the participant was served.

Demographic Service Data for Select Homeless Initiative Strategies: FY 2018-19 (July 2018 to June 2019) *

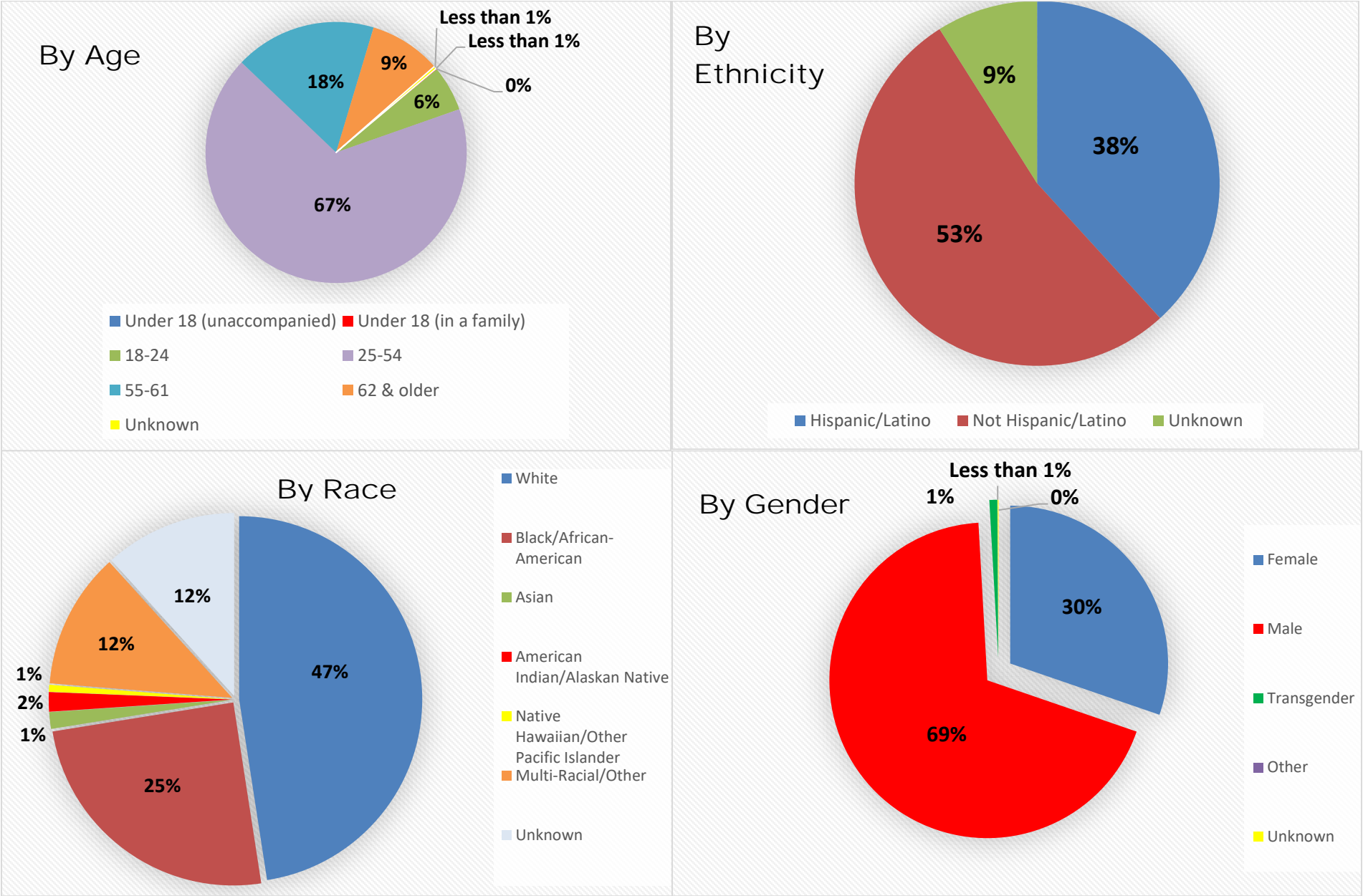
Strategy B3: Rapid Re-Housing



*Data in this attachment show the number of participants served in each program, broken down by age, ethnicity, race, and gender.

Demographic Service Data for Select Homeless Initiative Strategies: FY 2018-19 (July 2018 to June 2019)

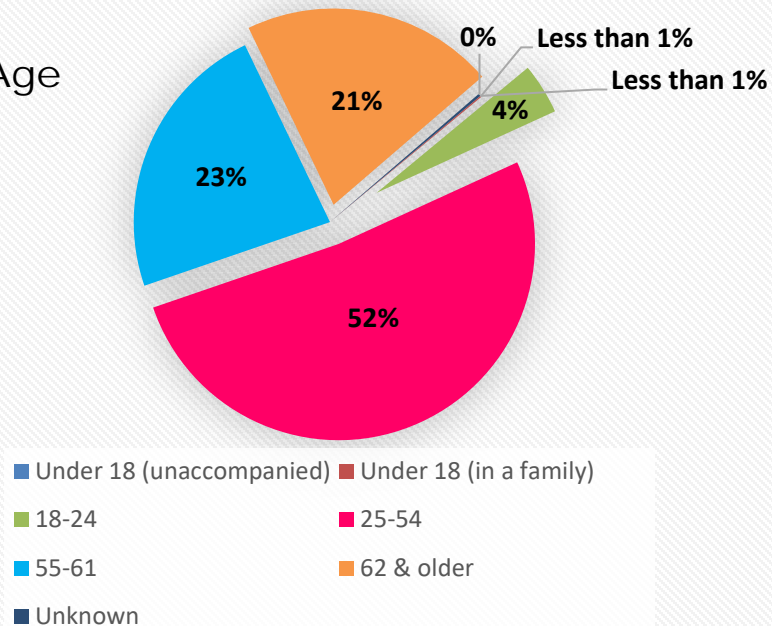
Strategy B7: Interim Housing for Those Exiting Institutions



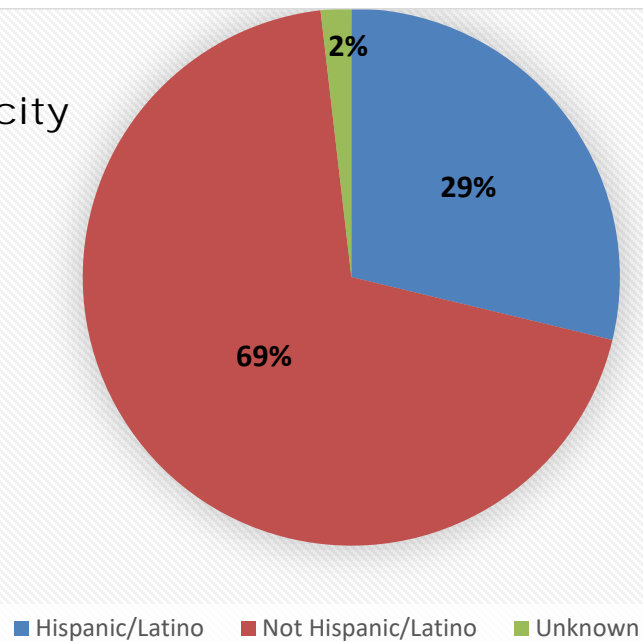
Demographic Service Data for Select Homeless Initiative Strategies: FY 2018-19 (July 2018 to June 2019)

Strategy D7: Permanent Supportive Housing

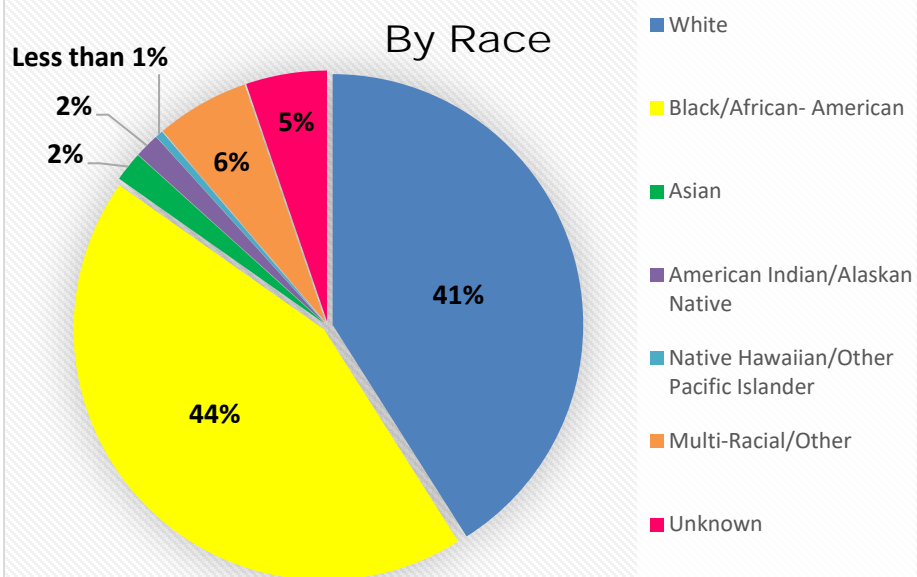
By Age



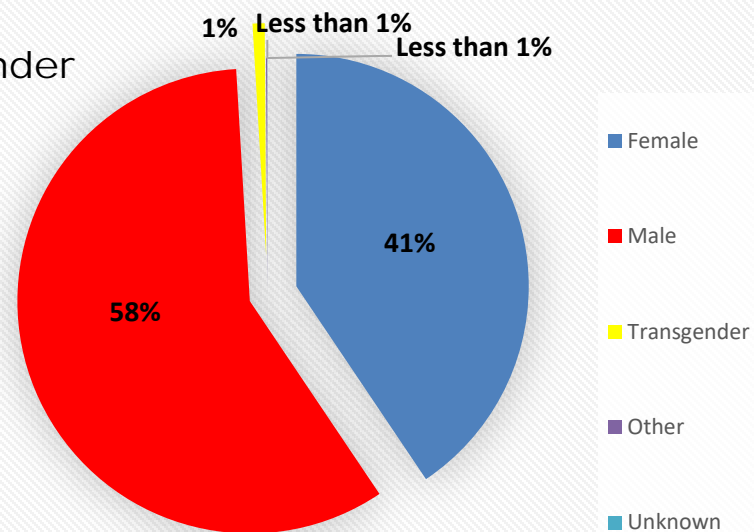
By Ethnicity



By Race



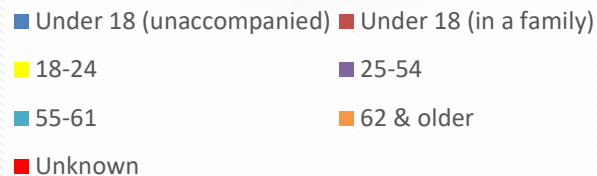
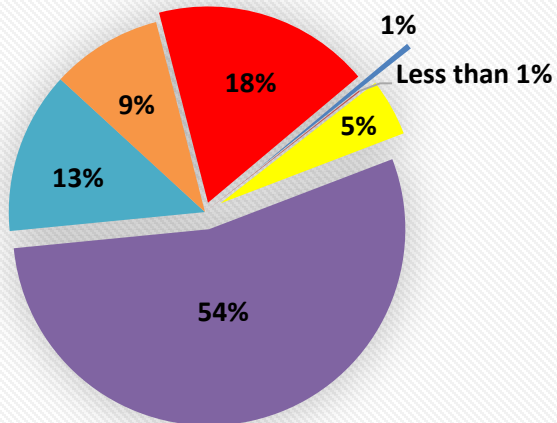
By Gender



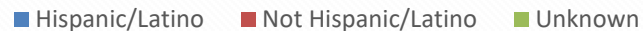
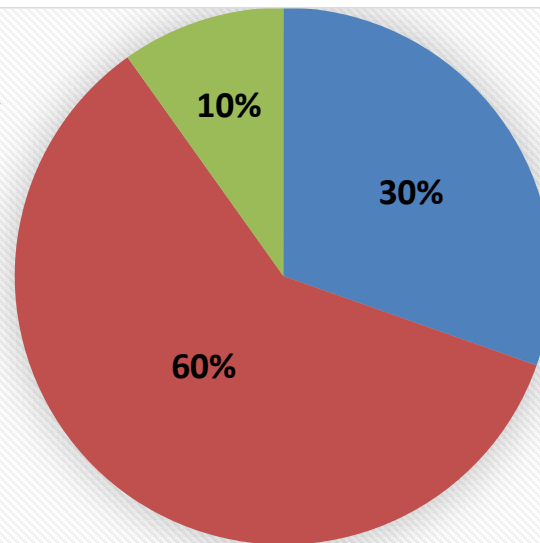
Demographic Service Data for Select Homeless Initiative Strategies: FY 2018-19 (July 2018 to June 2019)

Strategy E6: Countywide Outreach System

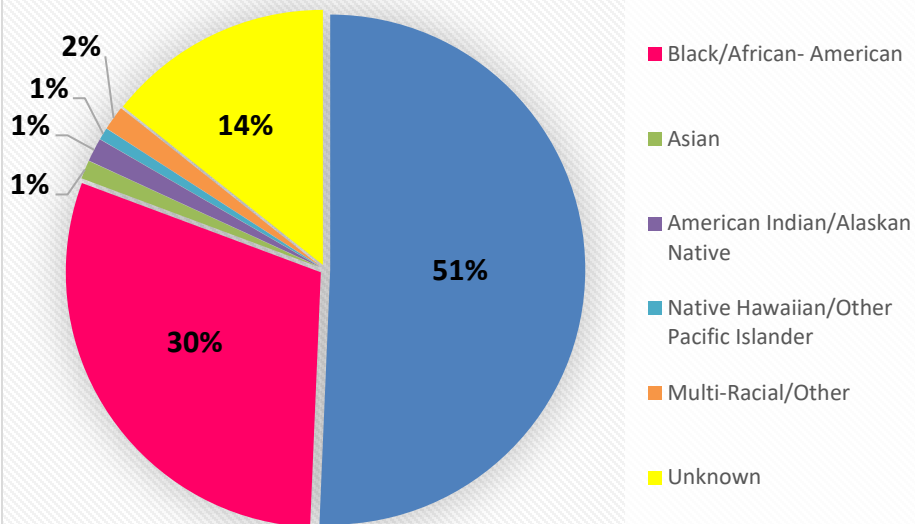
By Age



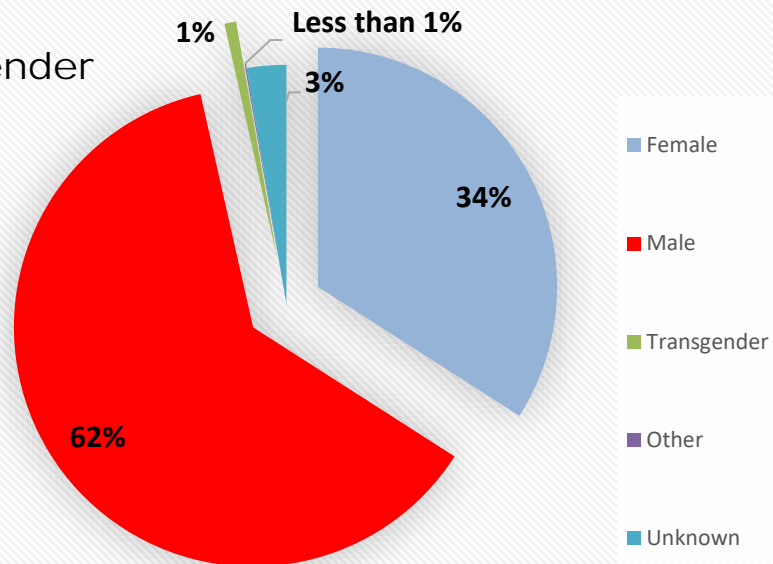
By Ethnicity



By Race



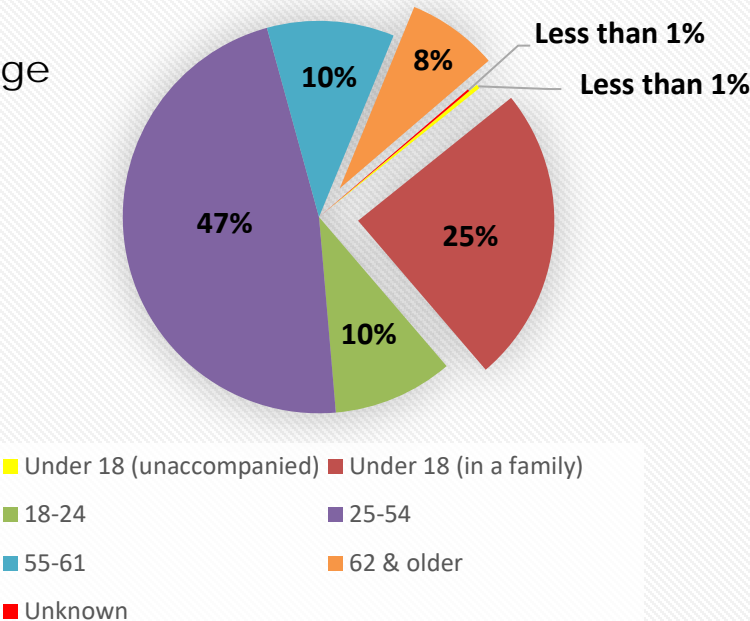
By Gender



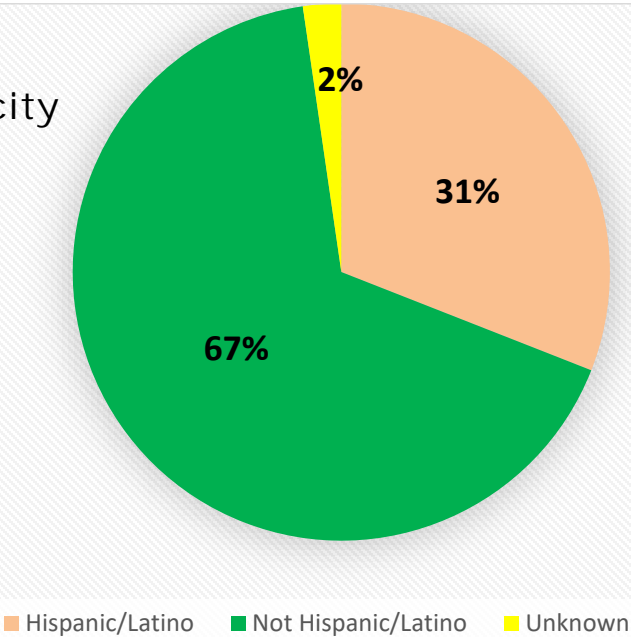
Demographic Service Data for Select Homeless Initiative Strategies: FY 2018-19 (July 2018 to June 2019)

Strategy E8: Emergency Shelter

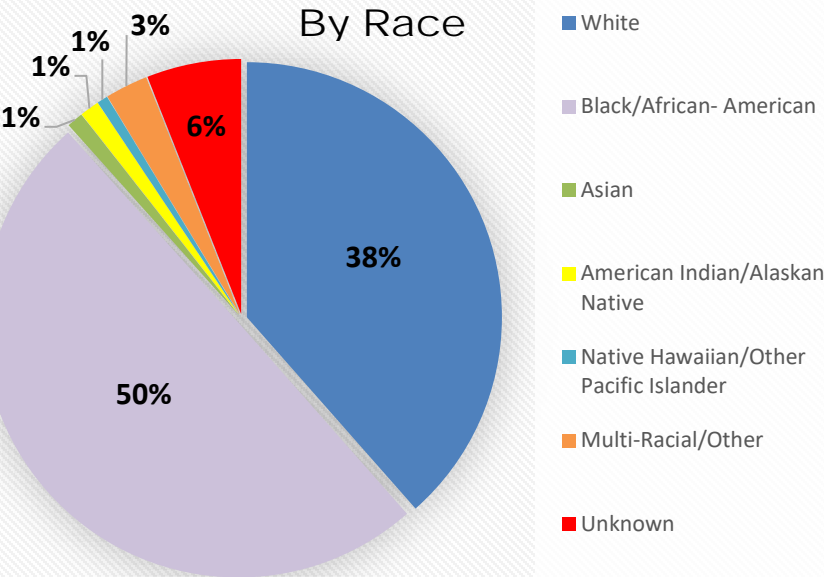
By Age



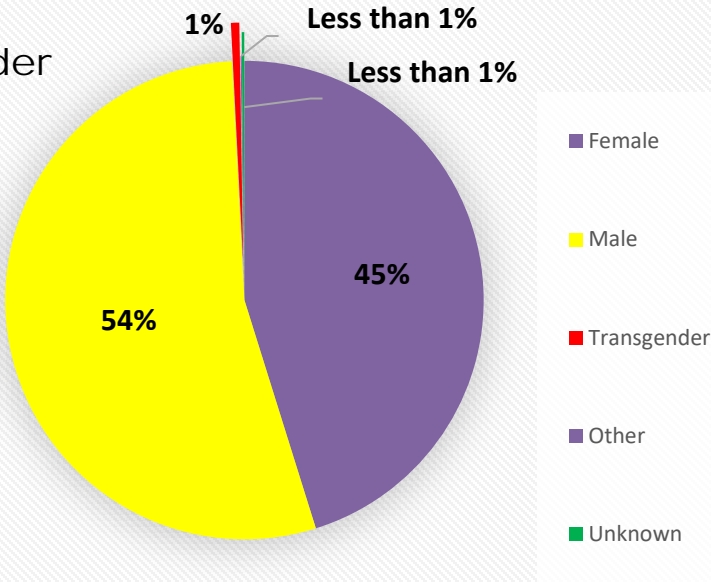
By Ethnicity



By Race



By Gender



RESPONSES TO BOARD MOTIONS May 16, 2019 – August 14, 2019

From May 16 to August 14, 2019, the Chief Executive Office (CEO) responded to nine Board Motions related to homelessness. Below is a list of these motions with links to the associated reports.

- **Enhancing the Coordinated Entry System (CES) for Homeless Families (Item #12, Agenda of December 18, 2018)**
Submitted on June 3, 2019
 This report provided an evaluation of the functioning of CES for Families and an analysis of promising practices and recommendations for transitioning families from interim housing into permanent housing; and information on needed legislation at the federal, State, or local level to improve outcomes for homeless families. The next report will be provided on August 29, 2019.
http://file.lacounty.gov/SDSInter/bos/bc/1056858_05.30.19RB-2BMonCESItem-12ofAgenda12-18-18-1.BOARDMEMO.PDF
- **Pet-Friendly Housing (Item #11, Agenda of March 12, 2019)**
Submitted on June 24, 2019
 This report provided a status update on the drafting of an ordinance to require all future County-funded housing to allow residents to have pets.
http://file.lacounty.gov/SDSInter/bos/bc/1057662_BM-PetFriendlyHousing.pdf
- **Responding to the Homeless Count (Item #80B, Agenda of May 14, 2019)**
Submitted on June 24, 2019
 This report provided key findings from the 2019 Homeless Count, described ways in which the Fiscal Year 2019-20 Measure H Funding Recommendations responded to the trends identified in the Homeless Count, and identified areas where the approved recommendations could be augmented with Measure H and/or State funding to address challenges highlighted by the Homeless Count results.
http://file.lacounty.gov/SDSInter/bos/bc/1059862_06.24.19BMRespondingtotheHomelessCount.pdf
- **Mobile Shower Pilot Program Expansion (Item #13, Agenda of August 14, 2018)**
Submitted June 27, 2019
 This report identifies experienced homeless services providers that can operate a shower trailer as part of the expansion, identifies locations for placement of the shower trailers, and addresses coordination with Metro to identify placing shower trailers near Metro stations.
http://file.lacounty.gov/SDSInter/bos/bc/1057877_06.27.19BM-OEMMobileShowerPilotProgRB.pdf

- **Use of Motels as Interim Shelter/Housing for Chronic Homeless Individuals (Item #6, Agenda of June 18, 2019)**
Submitted on July 12, 2019
This report advised the Board that a plan is being developed and that another report will be submitted on September 10, 2019.
http://file.lacounty.gov/SDSInter/bos/bc/1058530_07.12.19BMUseofMotelsasInterimShelters-HousingforChronicHomelessIndividuals-Item6ofAgenda6-18-19.pdf
- **Mobile Shower Expansion Program (Item #80-D, Agenda of May 14, 2019)**
Submitted on July 14, 2019
This report provided an implementation plan to expand mobile showers countywide.
http://file.lacounty.gov/SDSInter/bos/bc/1058512_07.14.19BM-MobileShowerExpansionProg-Item80DofAgenda5-14-19.pdf
- **Implementing Sustainable Solutions to Assist People Living in Vehicles (Item #5, August 7, 2018)**
Submitted on August 1, 2019
This is a follow-up report regarding the implementation of solutions to assist people living in vehicles.
http://file.lacounty.gov/SDSInter/bos/bc/1059260_ImplementingSustainableSolutionsToAssistPeopleLivinginVehicles_BrdMemo_07_29_19_v2_.pdf
- **Increase in Homelessness in the San Gabriel Valley (Budget Deliberations Discussion on June 24, 2019)**
Submitted on August 7, 2019
This report provided an action plan to immediately address the increase in the homeless population in the San Gabriel Valley and described efforts to engage the Latinx community.
http://file.lacounty.gov/SDSInter/bos/bc/1059695_8.7.19BM-IncreaseinHomelessnessintheSGV_BudgetDeliberationsDiscussionof6-24-19_.pdf
- **Peer Navigators for Homeless College Students (Item #80-C, Agenda of May 14, 2019)**
Submitted on August 14, 2019
This report provided an update on the Peer Navigator Program and addressed strategies that could be used to expand and enhance housing opportunities for college students.
http://file.lacounty.gov/SDSInter/bos/bc/1059822_08.14.19BM-PeerNavigatorsforHomelessCollegeStudents-ItemNo.80-C-Agenda5-14-19.pdf

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FY 2019-20 Targets for Measure H Strategy Metrics

Strategy	Metric	FY 17/18 Outcome	FY 18/19 Outcome	FY 19/20 Target
A1 - Homeless Prevention Program for Families	Percentage of A1 participant families that exit the program who retain their housing or transition directly into other permanent housing upon exit from the program	73%	89%	
A1 - Homeless Prevention Program for Families	Percentage of A1 participant families that retained permanent housing at exit from the prevention program and did not enter any LAHSA administered homeless services programs within six months	N/A	93%	
A5 - Homeless Prevention Program for Single Adults	Percentage of A5 participants that exit the program who retain their housing or transition directly into other permanent housing upon exit from the program	89%	93%	
A5 - Homeless Prevention Program for Single Adults	Percentage of A5 participants that retained permanent housing at exit from the prevention program and did not enter any LAHSA administered homeless services programs within six months	N/A	89%	
B3 - Partner with Cities to Expand Rapid Re-Housing	Number of B3 participants who secured permanent housing during the reporting period with or without a rapid rehousing subsidy	4,937	5,065	

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FY 2019-20 Targets for Measure H Strategy Metrics

B3 - Partner with Cities to Expand Rapid Re-Housing	Of B3 Participants who secured housing with a rapid rehousing subsidy, percentage who remained in permanent housing upon exiting the RRH program	N/A	87%	
B4 - Facilitate Utilization of Federal Housing Subsidies	Number of units leased with HIP incentives	498	1,863	
B7 - Interim/Bridge Housing for those Exiting Institutions	Number of individuals served in B7 funded housing	2,179	3,257	
B7 - Interim/Bridge Housing for those Exiting Institutions	Percentage of B7 participants served for a minimum of 14 consecutive days	N/A	N/A	
B7 - Interim/Bridge Housing for those Exiting Institutions	Percentage of B7 participants who exit to a permanent housing destination	43%	30%	
C4/5/6 - Countywide Benefits Entitlement Services Teams (CBEST)	Number of C4/5/6 participants whose applications for SSI or Veterans' Benefits have been submitted	443	1,413	
C4/5/6 - Countywide Benefits Entitlement Services Teams (CBEST)	Number of C4/5/6 participants approved for SSI or Veterans' Benefits	142	364	

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FY 2019-20 Targets for Measure H Strategy Metrics

D7 - Provide Services and Rental Subsidies for Permanent Supportive Housing	Number of D7 participants newly enrolled and linked to Intensive Case Management Services	2,842	3,962	
D7 - Provide Services and Rental Subsidies for Permanent Supportive Housing	Number of D7 participants placed in housing	1,340	2,152	
D7 - Provide Services and Rental Subsidies for Permanent Supportive Housing	Number of participants in existing PSH units that had insufficient supportive services who are now receiving D7 ICMS services to increase housing retention <i>(These participants are considered to be part of the "D7 Flex" program.)</i>	N/A	803	
D7 - Provide Services and Rental Subsidies for Permanent Supportive Housing	Number of participants in PSH who receive Substance Use Disorder (SUD) education	N/A	N/A	
E6 - Countywide Outreach System	Number of unduplicated individuals initiated contact	17,929	22,834	
E6 - Countywide Outreach System	Number of unduplicated individuals engaged	8,658	11,278	

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FY 2019-20 Targets for Measure H Strategy Metrics

E6 - Countywide Outreach System	Number of unduplicated individuals engaged who are provided services or who successfully attained referrals	6,833	18,030	
E6 - Countywide Outreach System	Number of services provided to individuals contacted or engaged	N/A	N/A	
E6 - Countywide Outreach System	Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	1,164	1,528	
E6 - Countywide Outreach System	Number of unduplicated individuals engaged who are successfully enrolled or matched to a permanent housing resource	533	1,036	
E6 - Countywide Outreach System	Number of unduplicated individuals engaged who are permanently housed	375	776	
E6 - Countywide Outreach System	Number of people permanently housed who were enrolled in outreach at some point.	N/A	N/A	
E8 - Expand the Emergency Shelter System	Number of individuals active in interim housing during the reporting period (the Fiscal Year)	15,970	22,362	
E8 - Expand the Emergency Shelter System	Percentage of E8 participants served for a minimum of 14 consecutive days in Bridge Housing	N/A	N/A	
E8 - Expand the Emergency Shelter System	Percentage of persons who exit to a permanent housing destination - crisis housing only.	N/A	N/A	
E8 - Expand the Emergency Shelter System	Percentage of persons who exit to a permanent housing destination - bridge housing.	N/A	N/A	
E8 - Expand the Emergency Shelter System	Average length of stay for all exited persons	N/A	N/A	

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FY 2019-20 Targets for Measure H Strategy Metrics

E14 - Enhanced Services for Transition Age Youth	Number of unduplicated participants served in transitional housing.	287	872	
E14 - Enhanced Services for Transition Age Youth	Percentage of participants who exit and return to homelessness within 6 and 12 months of exit from transitional housing.	N/A	N/A	
E14 - Enhanced Services for Transition Age Youth	Percentage of exits to Permanent Housing (Transitional housing only)	50%	39%	
E14 - Enhanced Services for Transition Age Youth	Percentage of successful exits (Youth Family Reconnection only)	N/A	N/A	



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

"To Enrich Lives Through Effective And Caring Service"

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

August 13, 2019

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

RECOMMENDED PROCESS TO DEVELOP MEASURE H FUNDING RECOMMENDATIONS FOR FISCAL YEARS 2020-21, 2021-22, AND 2022-23 (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

The following reflects the Chief Executive Officer's recommended process to develop Measure H funding recommendations for Fiscal Years (FY) 2020-21, 2021-22, and 2022-23.

IT IS RECOMMENDED THAT THE BOARD:

Instruct the Chief Executive Office (CEO) to implement the process to develop final FY 2020-21 Measure H Funding Recommendations for the Measure H-funded Homeless Initiative (HI) Strategies, and to develop tentative FY 2021-22 and FY 2022-23 Measure H Funding Recommendations for the Measure H-funded HI Strategies, as set forth in the attachment.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On February 7, 2017, the Board directed the CEO to convene a 50-member Planning Group and conduct a Measure H revenue planning process. On June 13, 2017, the Board unanimously approved the Planning Group's final funding recommendations for FY 2017-18 and tentative recommendations for FY 2018-19 and FY 2019-20.

For the FY 2018-19 Measure H funding recommendations, lead County departments and agencies recommended modifications to the approved, tentative FY 2018-19 funding allocations, where necessary, and the CEO opened a public comment period and held a public meeting in March 2018 to discuss recommended revisions to the funding allocations. On May 15, 2018, the Board unanimously approved Measure H funding recommendations for FY 2018-19.

For the FY 2019-20 funding recommendations, the same process as FY 2018-19 was undertaken; the lead County departments and agencies recommended modifications to the approved, tentative FY 2019-20 funding allocations, and in March 2018 the CEO opened a public comment period and held a public meeting to discuss recommended revisions to the tentative allocations. Additionally, the CEO held eight community listening sessions (one in each Service Planning Area of the County) to gather public input on the Measure H funding recommendations during the months of October and November 2018. On May 14, 2019, the Board unanimously approved Measure H funding recommendations for FY 2019-20.

This recommendation will enable the CEO to implement a process to develop Measure H funding recommendations for the three forthcoming fiscal years, as set forth in the attachment. This process differs from that of the past two years because, unlike in those two years, there are no tentative recommendations approved by the Board. Therefore, this process allows for the development of recommendations for three years, including final recommendations for FY 2020-21 and tentative recommendations for FY 2021-22 and FY 2022-23.

There is now substantial performance data and experience from the first two years of Measure H implementation. By January 2020, the CEO will have available two annual Homeless Initiative evaluations, several evaluations of specific HI strategies, and considerable additional data. To draw on the depth of experience in Los Angeles County's Homeless Services system, the CEO recommends a deep engagement with policy experts and key stakeholders through a series of policy summits, which will be open to the public. In addition, the CEO recommends a robust community engagement effort to inform the funding recommendations. This will include eight community input sessions (one in each Service Planning Area) during October and November 2019, and a Webinar session, public comment period, and public meeting in March 2020. The process will give the lead County departments and agencies an opportunity to make recommendations for the next three years of Measure H funding allocations based on experience and community input, and allow for public review and comments.

Implementation of Strategic Plan Goals

The recommended action is consistent with the goals of the Countywide Strategic Plan, specifically Goal 1 - Make Investments that Transform Lives, Goal 2 - Foster Vibrant and Resilient Communities, and Goal 3 - Realize Tomorrow's Government Today by supporting Strategy 3.3 to pursue operational effectiveness, fiscal responsibility and accountability.

FISCAL IMPACT/FINANCING

The recommended process to develop Measure H funding recommendations for Fiscal Years 2020-21, 2021-22, and 2022-23 will have no net County cost impact, but will impact the allocation of FY 2020-21, FY 2021-22, and FY 2022-23 Measure H funding to County departments and agencies administering HI Strategies. The Board's action for FY 2020-21 funding allocations will be reflected in final changes.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On December 6, 2016, the Board adopted an ordinance placing Measure H, a quarter cent special sales tax for a period of 10 years, on the March 7, 2017, countywide election ballot. Measure H is projected to generate approximately \$355 million per year, with revenue to be used to prevent and

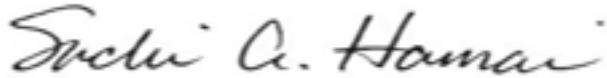
combat homelessness in Los Angeles County. In the ordinance, the Board authorized the usage of Measure H revenue for 17 existing Homeless Initiative Strategies and 4 new Strategies.

Under the ordinance, the Board must approve an annual expenditure plan for Measure H revenue. Once adopted, that plan is subject to annual independent audits. Further, all expenditures are reviewed by the Measure H Citizens' Oversight Advisory Board, which will publish a complete accounting of allocations each year.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of this action will enhance efforts to implement the Board-approved Homeless Initiative Strategies to combat homelessness.

Respectfully submitted,

A handwritten signature in dark ink, reading "Sachi A. Hamai". The signature is written in a cursive, flowing style.

SACHI A. HAMAI

Chief Executive Officer

SAH:FAD:PA:JR:EBI:tv

Enclosures

c: Executive Office, Board of Supervisors
Auditor-Controller
County Counsel

Proposed Process and Timeline for Fiscal Years 2020-21, 2021-22, and 2022-23 Measure H Funding Recommendations

The following process is designed to develop final recommendations for Fiscal Year (FY) 2020-21 and tentative recommendations for FY 2021-22 and FY 2022-23.

September – November 2019

Policy Summits

- HI will convene eight policy summits to gather input from key partners, including system leaders, service providers, researchers, Cities, Councils of Government, people with lived experience, faith organizations, philanthropic organizations, and others. These sessions will be framed by Measure H performance outcome and expenditure data, interim findings from five strategy-specific HI evaluations (currently in progress), and other data and research. The three-hour policy summits will be open to the public for observation and comment. There will be approximately 25 invited participants per summit. The first and last sessions will be focused on the system as a whole. Sessions will include:

1. Opening System Discussion	5. Permanent Housing
2. Prevention and Diversion	6. Employment
3. Outreach	7. Partnerships with Cities
4. Interim Housing	8. Closing System Discussion

Community Engagement Opportunities

- Opportunities for community input on Measure H implementation will be available through an accessible, online mechanism.
- Community input sessions during the Los Angeles Homeless Services Authority's (LAHSA's) quarterly meetings, which take place in all eight Service Planning Areas of the County. Meetings will be advertised widely to promote inclusion of community members.

December 2019 – February 2020

Strategy Lead Discussions

- HI and County Strategy Lead agencies will participate in multiple meetings to consider relevant data, policy summit discussions, community input, and other available information, ultimately generating draft Measure H funding recommendations for FYs 2020-21, 2021-22, and 2022-23.

March – May 2020

Draft Recommendations

- Draft funding recommendations will be released in early March.

Homeless Initiative Conference

- Participants in the annual HI conference will have an opportunity to provide feedback on draft Measure H funding recommendations.

Webinar, Public Comment, and Public Meeting

- After the release of draft funding recommendations, HI will hold a webinar to present the draft recommendations. The official public comment period will then begin, with comments submitted through the HI website. A public meeting in March will provide further opportunity for public comment.

Final Strategy Leads Meeting

- In April, the HI Strategy Leads will convene for a final meeting, during which public input from the conference, public comment period, and public meeting will be discussed and incorporated into the recommendations as appropriate.

Submission of Final Funding Recommendations to the Board Deputies and then to the Board

- CEO will present a comprehensive set of recommendations for Measure H funding allocations to the Homeless Policies Deputies in April and the Board of Supervisors in May.



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

August 22, 2019

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

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

COMPREHENSIVE HOMELESSNESS PREVENTION ASSESSMENT AND ACTION PLAN (ITEM No. 4, AGENDA OF MAY 21, 2019)

On May 21, 2019, the Board of Supervisors (Board) directed the Chief Executive Office-Homeless Initiative (CEO-HI), to collaborate with the Departments of Public Social Services (DPSS), Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Workforce Development, Aging, and Community Services (WDACS), Consumer and Business Affairs (DCBA), Probation, Sheriff (LASD), the Office of Diversion and Re-entry (ODR), Los Angeles Homeless Services Authority (LAHSA), legal services, research organizations, and other experts to assess how to strengthen homelessness prevention efforts within County Departments. The CEO was directed to provide the Board with an interim report within 90 days and an action plan within 180 days. This interim report includes the following information:

- a) An inventory of existing County department homelessness prevention and diversion resources, including mainstream benefits, housing assistance, and eviction prevention assistance programs, with funding source and eligibility criteria, as well as categories and number of staff working directly on homelessness prevention/diversion;
- b) An assessment of which County data systems currently collect and track "homeless status," the value that might be gained by having County departments that do not currently track this data element added to this field, and the value of incorporating the definition of homelessness (used by HUD) into any County data systems;

- c) An evaluation and assessment of recommendations developed by the Ad Hoc Committee on Black People Experiencing Homelessness, and task forces on Employment and Homelessness, Homeless Older Adults, Women Experiencing Homelessness, Transitional Aged Youth, and Homeless Families, and determinations regarding which recommendations should be considered for inclusion in the Action Plan;
- d) Description of the work being done by the California Policy Lab and the University of Chicago Urban Labs (CPL/UL) on predicting homelessness and the implications of that work for the Action Plan, including any recommendations on how to direct County department resources to those at highest risk of homelessness; and
- e) An update on the consultant procurement process and assistance.

Background

The Countywide homeless services system is doing more today than ever before to assist people experiencing homelessness by providing outreach, services and housing. There have been important successes in the first two years of Measure H (July 2017 – June 2019), such as:

- 16,003 individuals and family members have been permanently housed as a result of Measure H strategies; and
- 31,837 individuals and family members entered crisis, bridge or other interim housing funded, in whole or in part, by Measure H.

Despite these successes, there was a 12 percent rise in homelessness in LA County (2019 Homeless Point-In-Time Count). While the homeless services system has helped thousands exit homelessness, economic pressures have pushed thousands more into homelessness. A high percentage of persons experiencing homelessness have accessed County mainstream systems prior to losing their housing. There is a need to fully leverage, evaluate, and potentially redesign County mainstream system policies and resources to more effectively prevent homelessness.

Progress

The CEO-HI convened a Homelessness Prevention Workgroup (Workgroup) comprised of DPSS, DCFS, DHS, DMH, DPH, WDACS, DCBA, Probation, LASD, ODR, LAHSA, LA County Development Authority (LACDA), Inner City Law Center (legal service provider), CPL/UL (research organization), and Shelter Partnership, which has met three times since adoption of the motion.

- Attachment I is an inventory of the 43 programs related to homelessness prevention administered by the County and LAHSA. The inventory includes programs and/or services that could be used by low-income families and/or individuals to avoid or postpone homelessness, such as rental arrears, rental assistance, moving assistance, utility assistance, diversion programs, landlord mediation, legal services to prevent evictions, case management that assists people in increasing their income, etc. Mainstream benefits, such as CalFresh, General Relief, In-Home Supportive Services, CalWORKs, and any housing assistance programs available at exit from an institution or system were also included. Programs/services that exclusively serve persons experiencing homelessness, such as rapid re-housing (RRH), Continuum of Care (CoC) vouchers, or Section 8 vouchers for permanent supportive housing were not included in the inventory.
- Attachment II is an assessment of which County data systems currently collect and track "homeless status", and of the desirability of incorporating HUD's definition of homelessness into County data systems.
- Attachment III is a matrix that contains an inventory of the recommendations related to homelessness prevention in the various reports identified in the Board motion, as described above. The workgroup reviewed the 79 recommendations and determined that 28 recommendations (identified in Attachment III) need to be further reviewed by the Homelessness Prevention workgroup for potential inclusion in the Action Plan.
- Attachment IV includes a description of the work being done by CPL/UL on predicting homelessness and the implications of that work. Recommendations on how to direct County department resources to those at highest risk of homelessness will be discussed by the Workgroup for inclusion in the Action Plan.

Consultant Update

The CEO has also secured two consultants to assist with the formulation of the Action Plan. The consultants will be working along with the Homelessness Prevention Workgroup to develop recommendations for the Action Plan. In the following months, the consultants will be conducting interviews/focus groups with both program managers and clients from a subset of the programs identified in Attachment II.

Conclusion

The homelessness crisis is complex and requires a multi-faceted approach. Maximizing the role of County departments in preventing homelessness is of utmost importance. The CEO will report back to the Board on November 21, 2019, with an Action Plan to strengthen homelessness prevention efforts within mainstream County departments.

If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or by email at pansell@ceo.lacounty.gov.

SAH:FAD:PA
JR:RM:tv

Attachments

c: Executive Office, Board of Supervisors
 County Counsel
 Sheriff
 Children and Family Services
 Consumer and Business Affairs
 Health Agency
 Health Services
 Los Angeles County Development Authority
 Mental Health
 Probation
 Public Health
 Public Social Services
 Workforce Development, Aging and Community Services
 Los Angeles Homeless Services Authority
 Office of Diversion and Re-entry

INVENTORY OF HOMELESSNESS PREVENTION PROGRAMS ADMINISTERED BY THE COUNTY AND LAHSA

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/Families Served in FY 2017-18	Individuals/Families Exiting Program in FY 2017-18	Individuals/Families Permanently Housed at Exit in FY 2017-18
Food Assistance									
DPSS: CalFresh Program	Food benefit program for individuals or families who have limited income and resources to buy food. The monthly CalFresh benefit is transferred to the household's Electronic Benefits Transfer (EBT) card, which can be used in grocery stores and farmers markets.	31 DPSS CalFresh district offices.	Direct Service Staff: 1,664 Eligibility Workers (EWs) 4th Quarter of FY 2018-2019. In addition, other EWs (allocated CalWORKs and Medi-Cal) can administer CalFresh, as needed.	Individuals or households (including SSI/SSP recipients) may qualify if they: (1) have limited income or no income and (2) are a U.S. Citizen or a qualified non-citizen.	Admin.: \$464,384,100. Assistance Budget: N/A, since this is a federal entitlement program.	Federal Supplemental Nutrition Assistance Program (SNAP); State General Funds; and County General Funds.	The monthly average approved CalFresh caseload was 557,862.	334,555 CalFresh cases terminated in the FY.	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served In FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
Access to Health Care Benefits									
DPSS: Medi-Cal (MC)	Provides comprehensive medical coverage to certain public assistance recipients and other eligible persons who are unable to afford the cost of medical care.	All DPSS district offices process Medi-Cal applications.	Direct Service Staff: 2,506 EWs (4 th Quarter FY 2018-2019 allocation). In addition, there are additional EWs (allocated to other programs), that can assist as needed.	(1) California residency; (2) Identification; (3) Citizenship/ Immigration Status; (4) Income; and (5) Property/ Resources. Note: Property/Resources are only included in certain programs.	There is no Assistance Budget for this program. Administration Budget: \$601,792,797.	Federal, State, and local funding.	Average of 3,096,698 individuals/ month. Note: The actual unduplicated number of individuals served is not available.	Not Available	Not Available
Education, Advocacy & Counseling									
DCBA: Consumer Counseling Unit	Serves consumers, businesses and communities through education, advocacy, and complaint resolution. To create a fair and vibrant marketplace for consumers and educate consumer about their rights & responsibilities.	DCBA Headquarters	Direct Service: 6-10 (mix of full-time staff, interns, and volunteers) Admin. Staff: 2 (Supervisor & Chief Consumer and Business Affairs Representative)	None. All consumers in LA County are eligible.	Not Available	Not Available	Not Available	Not Available	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
DCBA: Foreclosure Prevention and Real Estate Fraud Program	Provides real estate and foreclosure counseling services at no cost. Also includes the Homeowner Notification Program, which mails a notice to homeowners whenever a deed, quitclaim deed, deed of trust, notice of default, or notice of trustee sale is recorded to protect homeowners of potential fraud.	DCBA Headquarters	Direct Service: 8 Admin. Staff: 2	Any homeowner or resident of the County who has a Deed, Quit Claim Deed, or Deed of Trust recorded on their property on or after 1/1/12. Any homeowner or resident of the County who has a Notice of Default or Notice of Trustee Sale recorded on or after 12/1/13.	\$288,000	Senate Bill 62 Home-owner Notification Program and a portion of recording of deeds, trusts, and notices received by LA County Registrar-Recorder's office.	500	250	102 permanently housed or other positive resolution (or 94%).
DCBA: Mediation/Dispute Resolution Program	Provides conflict resolution services to people in Los Angeles County regarding a variety of topics including, but not limited to, evictions.	DCBA Headquarters	Direct Service and Administrative Staff: 2 staff members and 30+ volunteers	At least one party must be located in Los Angeles County.	Unknown	Grant Funding from Workforce Development Aging Community Services (WDACS)	Not Available	236 Mediations re: Unlawful Detainers handled	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
DCBA: Rent Stabilization Program	The Interim Mobilehome Rent Regulation Ordinance and the Interim Rent Stabilization Ordinance promotes and provides housing stability by limiting annual rent increases, while affording park owners/landlords to earn a fair return on their investments for covered mobilehome spaces and rental units.	DCBA Headquarters	Direct Service: 7 Admin.: 2	Mobilehome Ordinance: Unincorporated LA County, Renting a mobilehome space, and Lease is 12 months or less Rent Stabilization: Unincorporated LA County, Rental unit on a lot with 2+ units, and Certificate of Occupancy or equivalent issued on or before 2/1/95.	N/A – Program started October 2018	N/A	N/A	N/A	N/A

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Case Management & Supportive Services									
DHS Office of Diversion & Re-Entry: Reentry Intensive Case Management Services (R-ICMS)	R-ICMS connects formerly incarcerated individuals with a Community Health Worker who connects them to services including housing, employment, IDs, benefits, substance use, mental health, etc.	ODR and Whole Person Care (WPC)	Direct Service: 63 Admin.: 9	Adults (18+) with a previous history of incarceration.	There is no fixed budget for this program. Funds are drawn down as needed.	SB 678 Prop 47	1,075	None - clients can stay up to a year.	Not Available
LACDA: Promoting Healthy Community and Living for Older Adults	This program connects older adults living in public housing with resources that address specific vulnerabilities around the aging process and improve their quality of life. The program is a collaboration between the LACDA, DMH and its service providers.	LACDA and DMH	Direct Service and Admin. Staff: 10	Older adults aged 55+ and persons with disabilities.	N/A	DMH contracted service providers serve public housing residents at no-cost to the resident.	290	N/A	N/A

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WDACS: Home Safe	New program will assist Adult Protective Services (APS) clients who are experiencing or at imminent risk of experiencing homelessness due to elder or dependent adult abuse, neglect, self-neglect, or financial exploitation by providing homeless prevention services.	WDACS APS Offices.	Direct Service: nine Administrative: one	APS clients (i.e., older adults 65+ and dependent adults 18-64 years of age) who are determined to be homeless, or at risk of homelessness.	N/A - Program will start FY 2019-20	N/A	N/A	N/A	N/A
DPSS: In-Home Supportive Services (IHSS)	Program pays for services provided to elderly, blind, or disabled individuals (including children), so they may remain safely in their own home. Pays for health and safety-related services, such as personal care and domestic services. IHSS is an alternative to costly nursing homes or board and care facilities.	8 DPSS-IHSS district offices.	Direct Service: 717 Social Workers (as of May 2019).	<ul style="list-style-type: none"> • Eligible/or receive Medi-Cal, • U.S. Citizen or have satisfactory immigration status, • California Resident, • Age 65+, disabled, or blind, • Receive SSI/SSP or meet SSI/SSP eligibility criteria, • Live in his/her own home that is not a nursing home or other out-of-home care facility, • Be resource and property eligible, and • Provide a Health Certification. 	Assistance: \$681,394,000 Administration: \$144,899,000	Federal, State, County, and Realignment Revenue	As of July 2018, the IHSS caseload was 222,903. The unduplicated number of individuals served in FY 2017-18 is not readily available.	40,133 cases terminated in FY 2018.	Not Available

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LAHSA: Problem-Solving	Short-term intervention that assists participants in maintaining their current housing or, in identifying an immediate and safe housing alternative within their own network of family, friends and social supports. By working alongside people facing a housing crisis in an empowering manner, Problem-Solving can assist at the very beginning of their housing crisis, or shortly after they enter the homeless services system.	LAHSA funded Coordinated Entry System (CES) non-profit providers.	Direct Service: Will include a minimum of 65 funded staff in FY 2019-20	Families, Adults and Transitional Age Youth. • Homeless per HUD Definition (Category 1- Literally Homeless); Category 4 (Fleeing Domestic Violence); or Imminently at-risk of becoming homeless as defined by LAHSA. • At or Below 50% Area Median Income (AMI).	N/A	Measure H (Homeless Initiative Strategies A1 and A5); and State Homeless Emergency Aid Program (HEAP) Funding	N/A	N/A	N/A

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Employment and/or Educational Training									
WDACS: INVEST	Basic and individualized career services, training services, follow-up and retention services, access to educational services, and referral to legal services. Supportive services, as needed, and associated with employment or employment training, as well as stipends and incentives are provided.	America's Job Centers of California (AJCCs)	Direct Service: Currently, there are nine Probation Deputy Probation Officers (DPOs) and 10 AJCC Staff working on the program.	Adult Felony Probation under the supervision of an LA County DPO, 18 years+, legal right-to-work in the US, unemployed or underemployed, not required to register as a sex or arson offender, with enough time left on supervision to receive INVEST services and achieve outcomes. Eligibility is ultimately determined by referring DPO.	\$2,500,000	SB-678 funding from LA County Probation	76	6	Not Available
WDACS: Workforce Innovation and Opportunities Act (WIOA) Title I, Adult and Dislocated Worker (ADW)	Provides employment-focused assistance to individuals, including barrier removal and other support structures that guide individuals on a path towards self-sufficiency.	AJCCs	Direct Service Staff: 149 AJCC staff (contracted agencies) Admin. Staff: three managers, as well as other staff from various programs that assist.	Adult: 18 years+, right-to-work in the United States, and registered in Selective Service if born on, or after January 1, 1960. Dislocated Worker: Adult eligibility, plus falling under one of the categories defined by the State of California Employment Development Department (EDD), mostly related to dislocation from a previous employer.	\$13,965,918	EDD through U.S. Department of Labor (DOL)	5,649 individuals	4,111 individuals	Not Available

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WDACS: Youth@Work (Y@W)	Program provides County residents ages 14-24 with services that fall under three tiers: Level I: Work-Based Learning, Level II: Academic and Career Services, and Level III: Advanced Career Services. Each level includes access to paid work experience, supportive services, individualized career counseling, training, placement and post follow-up services (Levels II and III only) through the AJCC system and its partners.	The network of County-operated and non-County-operated AJCCs provide Level I services. The other workforce boards also offer Levels II and III; however, it is under their individual discretion.	Direct Service: Staff are provided by the network of regional AJCCs; a total of approximately 52 agencies. WDACS does not have the staffing breakdown. Admin. Staff: 11 staff.	In general: • Meet specific funding criteria • Residents of Los Angeles County • Right-to-Work status confirmed • Youth ages 14-24 In addition, for Level I: Priority of service is given to youth who are in CalWORKs households, General Relief, Foster Care, Probation, Homeless, LGBTQ, Youth with disabilities, and low income.	\$22,731,341	CalWORKS – DPSS, Foster – DCFS, Other Underserved Youth – Net County Funds, Probation Youth – Department of Probation, WIOA – Federal and State funding, GROW – DPSS	12,698 youth were served	7,047 total youth exited the program	Not Available
WDACS and LAHSA: Home2Work	The program streamlines the process of connecting Rapid Re-Housing (RRH), Youth, and Prevention participants to job search assistance, training and supportive services offered by WDACS through the AJCCs.	AJCCs in SPAs 1, 3, and 7 and the Veterans AJCC.	5 AJCC staff (all employees of contracted agencies). The number of LAHSA staff working directly with clients varies.	Eligibility Criteria will vary depending on which workforce program participant is enrolled in. General eligibility requirements for these programs include the following: • Individual must be 18+ years • Be authorized to work in the U.S. • Be registered with Selective Service, if applicable.	This is a non-funded program.	N/A	N/A	N/A	N/A

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WDACS: Los Angeles: Regional Initiative for Social Enterprises (LA:RISE)	Employment program that assists adults (18+) into the workforce, who are currently, formerly, or at-risk of homelessness. It is an expansion of the LA:RISE program developed by the City of Los Angeles. In this model, employment social enterprises provide participants transitional subsidized employment, paired with case management and barrier removal services.	<ul style="list-style-type: none"> • AJCCs and at the following Social Enterprises: Goodwill, Chrysalis, Center for Employment Opportunity. • LA City WorkSource Centers • Various LA City Social Enterprises 	Direct Service: There are currently 20 AJCC and six Social Enterprise staff working on the program. Administrative Staff: One WDACS manager directly administers the program.	<ul style="list-style-type: none"> • 18 years+; • Unemployed or underemployed; • Willing to work at least 300 hours with a Social Enterprise; • Express interest in long-term employment; • Los Angeles County Resident; • Not currently enrolled in another LA:RISE program; • Meets at least one of the following barriers: Currently homeless, Formerly homeless, or at-risk of homelessness. 	The County Expansion of LA:RISE was not implemented until 2018. City of Los Angeles EWDD funded by WDACS to administer LA:RISE = \$3 million.	Measure H	800 (LA City EWDD)	468 (LA City EWDD)	Not Available

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Housing & Case Management									
WDACS: Adult Protective Services (APS) Temporary Shelter Program	Program provides immediate need to APS Clients referred to Temporary Shelters who are abused individuals and need to be moved from their home (or location) to a temporary safe environment until either the dangers at home can be resolved, or other long-term care solutions are secured.	APS field office and the APS Governmental Inquiries and Response Unit.	Approximately: • A staff of 150 APS Social Workers work directly with clients. • 12 Managers administer the program.	Elderly individuals (60+ years) or eligible dependent adults (18-59 years) who are the victims of actual or potential abuse, neglect, or exploitation.	\$325,000	State's realignment funds.	40	40	Not Available
DCFS: Los Angeles Housing Services Authority – Independent Living Program (LAHSA ILP)	Housing services for transition age youth, including life skills training, advocacy, mentoring, education, financial literacy, and aftercare services.	Contractors.	LAHSA ILP: 25.	LAHSA ILP: 18 to 21, closed cases.	LAHSA ILP: \$2,871,556	LAHSA ILP: Federal, State and THP-Plus: State.	LAHSA ILP: 150	LAHSA ILP: 60	40 (or 80%)
DCFS: Transitional Housing Placement Program (THPP),	Housing services for transition age youth, life skills training, advocacy, mentoring, education, financial literacy, and aftercare services.	Contractors.	THPP: 5.	THPP: open cases, 16 to 17 years old.	THPP: \$830,000	THPP: Federal, State, and Net County Cost.	THPP: 3	THPP: 1	1 (or 100%)

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DCFS: Transitional Housing Program – Plus (THP-Plus)	Housing services for transition age youth, including life skills training, advocacy, mentoring, education, financial literacy, and aftercare services.	Contractors.	THP-Plus-20.	THP-Plus, 18 to 24, closed cases.	THP-Plus: \$2,164,800	THP-Plus: State	THP-Plus: 110	THP-Plus: 22	20 (or 91%)
DCFS: Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD)	Housing services for transition age youth.	Contractors.	THPP-NMD-50.	THPP-NMD open cases, 18 to 21 years old.	THPP-NMD: \$21,140,320.	THPP-NMD: Federal, State, and Net County Cost.	THPP-NMD: 510	THPP-NMD: 275	230 (or 84%)
DMH: DMH Enriched Residential Care also known as DMH Enhanced Rate Program, formerly known as DMH Interim Funding	This program provides a subsidy to cover the rent of the licensed residential facilities, if needed, as well as an enhanced rate for high acuity clients. This program targets highly acute clients with a serious mental illness who, without care and supervision, would likely not be able to maintain housing independently and would likely become homeless.	DMH's Countywide Housing, Employment, and Education Resource Development Division (CHEERD).	Direct Staff: N/A - DMH clinics refer clients into this program and requests are screened/ processed by CHEERD staff. Admin. Staff: three staff	All clients served by this program have diagnoses of serious mental illness. Clients are in need of 24-hour care and supervision including assistance with activities of daily living. Currently, this program accepts referrals from DMH directly operated programs, homeless outreach teams, institutions such as hospitals, Institutions for Mental Disease (IMDs), and jails and the Office of the Public Guardian.	This program, in its current form, did not exist in FY 2017-18. Interim Funding existed with an annual budget of approximately \$2 million.	Mental Health Services Act	Not Available	Not Available	Not Available

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DPSS: General Relief Housing Subsidy (GRHS)	The Program provides a rental subsidy for GR homeless participants that are disabled and seeking approval for Supplemental Security Income (SSI) benefits or Veterans benefits, or enrolled in the GR Opportunities for Work (GROW) program. GR participants are required to contribute \$100 from the GR grant toward his/her rent. The \$475 subsidy plus the \$100 deduction from the GR grant, a total of \$575/\$1,150 (couple case), is to be paid directly to the landlord once housing is secured.	14 DPSS GR district offices	36 Homeless Case Managers are assigned to the GRHS program.	GR homeless, disabled individuals who are in pursuit of securing an approval for SSI and GR homeless employable individuals.	Admin: \$3,745,000 Housing Subsidies benefits: \$13,241,000	• Net County Cost • Homeless Prevention Initiative (HPI) • Measure H (Strategy B1) • AB 109	2,432	1,363 exited the program	Not Available
Move-In, Rental & Cash Assistance									
DCFS: Family Preservation Auxiliary Funding (FP)	FP's auxiliary funding provides families assistance with housing and other concrete supports to assist them in remaining safely together or transitioning from placement to home successfully.	DCFS-Community-Based Support Division- Family Preservation Section.	One full-time Administrative Assistant II.	A family must have an open DCFS services case and must be participating in the Family Preservation program.	\$1.25 million – not specific for homeless-related needs/services, but for all the family's basic needs.	DCFS (Net County Cost)	246	All families receiving assistance will exit Family Preservation as it is a time-limited program.	246 (or 100%)

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DHS: Countywide Benefits Entitlement Services (CBEST)	CBEST services include benefits advocacy as described above, linkage to health care, and linkage to any other social services resource(s) as indicated in client's biopsychosocial assessment. CBEST refers clients at risk of falling into homelessness to eviction defense legal services.	DHS administers CBEST with DPSS, Department of Military and Veterans Affairs (DMVA), and DMH while contracted agencies deliver CBEST direct services.	DHS admin: 14; DHS clinical: 26; DMH clinical: 17; Correctional Health clinical: 2; Contracted providers: 177.	Individuals must be participating in, or be eligible to participate in, programs administered by DPSS (General Relief, Medi-Cal, CalFresh, etc.); Veterans experiencing, or at-risk of homelessness; and inmates located in Los Angeles County jail facilities who are in need of applying for, and obtaining SSI, SSDI, or Cash Assistance Program for Immigrants (CAPI) benefits.	\$26 million	Measure H (Homeless Initiative Strategies C4, C5, C6)	7,447	937	Not Available

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DMH Housing Assistance Program (HAP)	HAP's components include security deposits and utility deposits; household goods; ongoing rental assistance; rehabilitation and eviction prevention. (1) Eviction Prevention provides a one-time payment of one month's rental arrears and any reasonable late fees as indicated in the lease agreement for households at risk of eviction. (2) Ongoing Rental Assistance provides ongoing rental assistance to avert an eviction due to an unexpected financial hardship.	Los Angeles County Department of Mental Health (DMH) administers both components of HAP, in collaboration with Brilliant Corners.	Three DMH staff administer the program (in addition to other duties) along with four Brilliant Corners staff.	For both components, the program participants must be at risk of eviction, and consumers of mental health services from directly-operated or contracted agencies.	The total budget for HAP during FY 2017-18 was \$1,861,023. This funding is used for other components, in addition to eviction prevention and on-going rental assistance.	Mental Health Services Act (MHSA) Funding; Substance Abuse, and Mental Health Services Administration (SAMHSA) Projects for Assistance in Transition from Homelessness (PATH) Funding; and County General Funds.	40 applicants who requested financial assistance to avert a possible eviction were approved and received assistance.	After the financial assistance was provided, the individual/family was exited from the program.	40 applicants (or 100%).

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DPH: The Family Stabilization (FS) Program.	DPH nurses provide the following types of services to GAIN participants who are experiencing an identified barrier that is destabilizing their family and interfering with their participation in the welfare-to-work program: • Conduct home visitations to address issues including immunization education, nutrition, strategies for tackling unhealthy habits, disease prevention, disease management; safety and injury prevention, safe sex practices and family planning; and • Assess clients to develop an individualized service plan and provide referrals/linkages.	One public health nurse is co-located at GAIN Region I Office and the other public health nurse is co-located at GAIN Region III office (El Monte, San Gabriel Valley).	Two 100% Full Time Equivalent (FTE) at the level of Public Health Nurse to function as health coordinators for the FS Program Health Coordination Pilot Program and one staff person at the level of Public Health Supervisor 50% FTE.	<ul style="list-style-type: none"> • Results of a screening for potential barriers via the Online CalWORKs Appraisal Tool (OCAT). • Participant's self-declaration of a need for Family Stabilization services. • Participant's display of obvious barriers which impair his/her ability to participate meaningfully in assigned welfare-to-work activities. • One or more identified barriers require services outside the scope of DPSS programs and relating to health issues. • The program is available to new and current CalWORKs Welfare-to-Work participants, as well as participants who are not complying with their Welfare-to-Work plan, or are sanctioned. 	\$493,292	CalWORKs.	The total number of GAIN participants and their family members served by the public health nurses = 300	50	7 (or 14%)

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LACDA: Family Unification Program (FUP)	The Program is a U.S. Department of Housing and Urban Development (HUD) program aimed at keeping homeless families together as well as preventing homelessness among youth aging out of foster care. The program provides housing assistance to families reunifying with their children and for whom the lack of adequate housing is one of the factors in the separation of children from their parents. The program is also designed to help ease the transition into adulthood for older youth in foster care who are homeless or are at risk of homelessness.	LACDA	One staff directly working with clients and one supervisor overseeing the program.	Family - Lack of adequate housing is the primary factor for a family for whom there is a possibility of: 1. Imminent placement of the family's child or children in out-of-home care or 2. Delay of discharge of a child or children from out-of-home care, to the family . Youth – Ages 18-24, that left foster care at age 16 or older, or will leave foster care within 90 days, in accordance with a transition plan, and is homeless, or at risk of homelessness. Both Families and Youth must also meet HUD's Housing Choice Voucher eligibility criteria.	\$966,042	Currently, expenditures are not available, since the program started July 1, 2019.	Currently, there is none to report as the program start date is July 1, 2019.	Currently, there is none to report as the program start date is July 1, 2019.	Currently, there is none to report as the program start date is July 1, 2019.

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LACDA: Project Based Voucher (PBV)	The PHA provides low and moderate income individuals and families with rental assistance in specific units contracted with the PHA. PBVs are effectively "attached" to a structure for which the PHA entered into a Housing Assistance Payment (HAP) contract with a developer or owner for specified units. During the term of the contract, the PHA makes monthly rental assistance payments to the owner for units leased and occupied by eligible individuals or families.	The Los Angeles County Development Authority – Housing Assistance Division	Staff consists of three housing specialists and one supervisor overseeing the daily program operations.	Individuals or families applying must meet Housing Choice Voucher criteria (Title 24 Part 982: Code of Federal Regulations), including being within the appropriate income limits, ability to furnish social security numbers for all household members, passing a criminal background check, being a citizen or a non-citizen with eligible immigration status. This is in addition to any requirements established by the property/development, which may include meeting the eligibility requirements for tax credit units.	\$7,341,212	Department of Housing and Urban Development (HUD)	876	83	793 families remained in housing (or 91%). Of the 83 who exited the program: 26 converted to a tenant-based voucher, and 11 passed away.

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Probation: Comprehensive Services for AB 109 Homeless Population.	Enables the successful reintegration into the community for persons affected by AB 109 or Proposition 147. Services include Reintegration Housing and Case Management that insure all reasonable efforts to prevent homelessness.	The Contract is operated and managed by HealthRight 360, a community-based organization that has over 45 sub-contractors.	Admin Staff: seven staff Direct Staff: 154 Deputy Probation Officers and various staff from 45 sub-contractors.	An individual should be a post-release supervised person under AB 109 who is being released from prison or jail and reintegrated back into the community. Medically and mentally fragile clients are assisted through the collaboration of DHS.	\$12,000,000	Assembly Bill 109 (AB 109)	Housing: 7,909 Employment: 2,168	5,951	Independent Self-Pay Housing: 186 Family Reunification: 77 Housing Complete: 333 (or 10%)
DPSS: California Work Opportunity and Responsibility to Kids (CalWORKs) - Diversion Program	The Diversion Program helps CalWORKs applicants avoid going on long-term aid by offering a lump-sum payment (up to \$4,000 annually) to help with a specific need that will help the applicant get or keep a job.	24 DPSS CalWORKs district offices.	487 EWs (4 th Quarter FY 2018-2019 allocation).	The payment is issued in lieu of a CalWORKs monthly grant as long as the following conditions are met: • Have an unexpected, one-time problem; • Be financially eligible for CalWORKs; • Have a steady work history, a good earning potential, or a good likelihood of finding a job; • Have stable housing and childcare unless that is what is needed; and • Not have any significant barriers to employment, such as problems with mental health or substance abuse.	The Diversion Program is funded as part of the CalWORKs budget.	Funding is obtained from the CalWORKs funding.	6	Not Available	Not Available

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DPSS: California Work Opportunity and Responsibility to Kids (CalWORKs) – Non-Recurring Special Needs	Non-Recurring special need payments are issued to CalWORKs participants for household emergencies when any one of the following conditions exist: • A household emergency resulting from sudden and unusual circumstances beyond the Assistance Unit's control; or • Homelessness when the Assistance Unit is looking for permanent housing resulting from sudden and unusual circumstances beyond the Assistant Unit's control.	All 24 CalWORKs district offices.	Direct Service Staff: 487 Eligibility Workers are allocated to the CalWORKs Program (4 th Quarter FY 2018-19 allocation).	The payment is issued to CalWORKs Assistance Units who have less than \$100 in non-exempt liquid resources. In addition, the non-recurring special need payment cannot exceed \$600 for each incident and cannot be made unless the items belong to a member of the Assistance Unit.	There is no budget for this specific Program because it is funded under the CalWORKs budget.	CalWORKs receives Federal (90%), State (7.5%) and the County (2.5%) funding. Federal funding comes from the Temporary Assistance for Needy Families (TANF) program block fund.	Data not readily available.	Not Available	Not Available

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DPSS: California Work Opportunity and Responsibility to Kids (CalWORKs)	CalWORKs is a public assistance program that provides cash aid and services to eligible families that have a child(ren) in the home and who have little or no cash and need assistance with housing, food, utilities, clothing or medical care. This includes access to education, employment, and training programs to assist families in moving toward self-sufficiency.	24 Department of Public Social Services (DPSS) district offices.	487 Eligibility Workers (EWs) (4 th Quarter FY 2018-2019 allocation). There are additional EWs allocated to other programs who can assist, as needed.	Families are eligible for CalWORKs when: 1. Children are deprived of parental support because of absence, disability, or death of either parent; 2. There is an eligible child; and 3. Applicants meet the program requirements, such as citizenship, age, income, resources, assets and other factors. CalWORKs is available to: 1. Families (with a child(ren)) where both parents are in the home, but the principal wage earner is unemployed or not employed more than 100 hours in the four weeks preceding the date of the application; 2. Needy caretaker relative of a foster child; 3. Pregnant teen, age 18 or younger, with no other eligible children in the home; and 4. Pregnant women in their second trimester with no other eligible children in the home.	Assistance: \$1,004,696,000 Admin: \$3,157,963	Federal Temporary Assistance for Needy Families (TANF) program (90%), State (7.5%) and County (2.5%) funding.	The monthly average CalWORKs caseload during the FY was 132,553. The number of unduplicated cases is unavailable.	From July 2017 (136,790) to June 2018 (127,310), the CalWORKs caseload decreased by 9,480 cases.	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/Families Served in FY 2017-18	Individuals/Families Exiting Program in FY 2017-18	Individuals/Families Permanently Housed at Exit in FY 2017-18
DPSS: Cash Assistance Program for Immigrants (CAPI)	CAPI is a State-funded program that provides monthly cash benefits to aged, blind, and disabled non-citizens who are ineligible for Supplemental Security Income/State Supplementary Payment (SSI/SSP) due solely to their immigration status.	DPSS District Office - Metro North #38	Direct Staff: 24 Eligibility Workers are allocated to the CAPI Program (4 th Quarter FY 2018-19 allocation).	<ul style="list-style-type: none"> • Is a non-citizen and meet the immigration status criteria in effect for SSI/SSP as of 08/21/96: • Is 65+, blind or disabled. • Is ineligible for SSI/SSP solely due to their immigration status. • Must reside in California. • Income must be less than the CAPI standards. • Resources must be below the allowable limits of \$2,000 for an individual or \$3,000 for a couple. 	Assistance: \$76,084,000 Admin: \$4,595,041	Federal Temporary Assistance for Needy Families (TANF) program and State (97.5%) and County (2.5%) funding.	1,409	1,635 Note: The above count may include cases that were terminated and later reinstated.	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
DPSS: Emergency Assistance to Prevent Eviction (EAPE)	EAPE provides up to \$3,000 to pay for late rent and/or utilities for up to two months past due.	24 DPSS CalWORKs district offices.	Direct Staff: Of the 487 CalWORKs EWs, 23 are allocated to administer homeless programs (4 th Quarter FY 2018-19 allocation). However, due to high volume of CalWORKs homeless applicants/ participants, additional EWs can assist with administering homeless programs.	<ul style="list-style-type: none"> • Be CalWORKs approved; • Have exhausted or not be eligible to the State's Permanent Homeless Assistance Arrearages payment; • Be employed full-time or part-time, and actively participating in an approved GAIN WiW activity or Post-Time Limit (PTL) services, or unemployed and actively participating in an approved GAIN WiW activity or PTL services; • Have a verifiable financial hardship resulting from circumstances beyond the family's control that caused the nonpayment of rent and/or utilities; • Provide verification of the financial hardship, past due rent and/or utilities; and • Agree to pay a part of the past due rent and/or utilities. 	Assistance: \$1,303,832 Admin: There is no Admin budget for this program. Adopted Budget \$2,100,000	CalWORKs Single Allocation	1,008 families	1,008	1,008 (or 100%)

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/Families Served in FY 2017-18	Individuals/Families Exiting Program in FY 2017-18	Individuals/Families Permanently Housed at Exit in FY 2017-18
DPSS: General Relief (GR)	This is the County's cash benefit program for individuals who do not qualify for other State or federal benefits. The program provides supportive services including assistance to prevent eviction/homelessness, utility shut-off, or utility restoration (with specific requirements and established limits).	14 Department of Public Social Services (DPSS) GR district offices.	771 Eligibility Workers are allocated to the General Relief Program (4 th Quarter FY 2018-19 allocation).	Basic GR eligibility includes: <ul style="list-style-type: none"> • 18 years and older; • Residency in Los Angeles County of at least 15 calendar days; • Cannot be in violation of parole or probation; • Cannot be fleeing to avoid prosecution or custody/confinement after a felony conviction; and • Income and resources below established limits. 	Assistance - \$241,160,000 Admin - GR cases + GR/CF combo cases = \$71,700,000	Net County Costs (NCC)	105,258 applications for GR approved	112,160 (may include approved applications from prior year)	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
DPSS: Moving Assistance (MA) Program	The Program helps with up to \$2,500.00 for moving expenses (for example, security deposit, moving truck rental) and up to \$405 can be used to buy a stove and/or refrigerator if the rental unit does not have one.	24 Department of Public Social Services (DPSS) CalWORKs district offices.	Of the 487 CalWORKs EWs, 23 are allocated to administer homeless programs (4 th Quarter FY 2018-19 allocation). However, due to high volume of CalWORKs homeless applicants/ participants, additional EWs (above the allocated 23) assist with administering homeless programs.	To be eligible for the MA payment, the participant must: <ul style="list-style-type: none"> • Be CalWORKs approved; • Have exhausted, or not be eligible for the State's Homeless Assistance Program; • Be employed full time, or employed part-time and actively participating in an approved GAIN Welfare-to-Work (WiW) activity or Post-Time Limit (PTL) services, or unemployed and actively participating in an approved GAIN WiW activity or PTL services; • Be homeless, or at risk of becoming homeless due to a financial crisis (proof is required); and • Secure permanent housing where the family's share of the rent does not exceed 80 percent of the family's Total Monthly Household Income (TMHI). 	Assistance - \$702,063 There is no Administrative budget for this program. Adopted Budget \$1,400,000	CalWORKs Single Allocation	762 families were served.	762 families exited the program.	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
DPSS: Permanent Homeless Assistance (HA) Arrearages	Permanent Homeless Assistance (HA) Arrearages provides a payment to an eligible CalWORKs family who is facing eviction due to experiencing a verifiable financial hardship.	24 Department of Public Social Services (DPSS) CalWORKs district offices.	Direct Staff: 23 EWs work on homeless programs (4 th Quarter FY 2018-2019 allocation). However, due to high volume of CalWORKs homeless applicants/ participants, additional EWs may assist, as needed.	<ul style="list-style-type: none"> • Be receiving CalWORKs/ Refugee Cash Assistance (RCA); • Have \$100 or less in non-exempt liquid resources (does not include the current month's CalWORKs/ RCA grant); • Received a notice to pay rent or quit or an eviction notice; • Provide verification that the eviction is a result of a financial hardship that resulted from extraordinary circumstances beyond the applicant's control, and not for other lease or rental violations; and • Reside in permanent housing where the share of the rent amount does not exceed 80 percent of the family's income. 	The budget for this program is part of the CalWORKs budget.	Federal and State (97.5%) and County (2.5%) funding.	11 families	N/A	11 families (or 100%)

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/Families Served in FY 2017-18	Individuals/Families Exiting Program in FY 2017-18	Individuals/Families Permanently Housed at Exit in FY 2017-18
DPSS: Refugee Cash Assistance (RCA) Program.	The RCA Program provides temporary financial assistance to single adults, couples, and families who are not eligible for other welfare assistance who may be eligible to receive RCA and are within eight months from the date of entry to the United States for assistance with housing, food, utilities, clothing, or medical care.	6 DPSS RCA district offices.	10 EWs are allocated to the RCA Program (4 th Quarter FY 2018-19 allocation).	Single adults, married couples and some families with children are eligible for RCA when: they have been in the U.S. less than 8 months from date of entry or granting of asylum; Refugee status is provided; and income and resources are considered. The population of individuals who may be considered eligible for RCA must provide proof of one of the following statuses: Refugee; Asylee granted asylum; Cuban and Haitian entrants; Individuals certified by the Federal Office of Refugee Resettlement (ORR) as victims of a severe form of trafficking; Eligible family members of a victim of severe form of trafficking certified by ORR; Certain Amerasians from Vietnam admitted to the U.S. as immigrants; or those admitted for permanent residence, provided the individual previously held one of the statuses above.	Assistance Budget: \$4,930,000 Admin. Budget: \$1,078,430	Federal.	On a monthly average, 205 RCA cases are served. (The unduplicated number is not readily available.)	From July 2017 (470) to June 2018 (113), there was a decrease in the RCA caseload which now reflects a total of 357 cases.	Not Available

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/Families Served in FY 2017-18	Individuals/Families Exiting Program in FY 2017-18	Individuals/Families Permanently Housed at Exit in FY 2017-18
DPSS: 4-Month Rental Assistance Program	The 4-Month Rental Assistance (RA) Program provides a once-in-a-lifetime rental subsidy of up to \$500 per family (based on family size) for a maximum of four consecutive months to help the family while their housing situation stabilizes.	24 Department of Public Social Services (DPSS) CalWORKs district offices.	Direct Service: 23 EWs administer homeless programs (4 th Quarter FY 2018-19 allocation). However, due to high volume of CalWORKs homeless applicants/participants, additional EWs are available to assist, as necessary.	Be CalWORKs approved; Be employed full time, or employed part-time and actively participating in an approved GAIN WiW activity or Post-Time Limit (PTL) services, or unemployed and actively participating in an approved GAIN WiW activity or PTL services; Have received, or be eligible to receive the Permanent Homeless Assistance (HA) payment and/or Moving Assistance Program payment, or have received the Permanent HA Arrearages and/or the Emergency Assistance to Prevent Eviction (EAPE) Program payment, to prevent the family's eviction; Have signed a rental/lease agreement to secure non-subsidized permanent housing within the past 30 calendar days of the request for RA or received the Permanent HA Arrearages payment and/or EAPE Program payment, to prevent the family's eviction; Agree to receive RA payments; and Provide a rent receipt or verification that rent has been paid for each month a subsidy is issued before another subsidy payment is issued.	Assistance Budget: \$576,408 There is no administrative budget for this program. Adopted Budget \$2,200,000	CalWORKs Single Allocation	376 families	N/A	376 (or 100%)

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
LAHSA: Homeless Prevention for Families	Short-term assistance for low-income participants who are imminently at-risk of homelessness, to resolve a crisis that would otherwise lead to a loss of housing. Most common prevention activities include: Short-term financial assistance; housing-conflict resolution and mediation with landlords and/or property managers; housing stabilization planning; legal assistance, and/or planning for exit from the program.	LAHSA funded non-profit providers.	This data is not tracked.	Families with minor children: <ul style="list-style-type: none"> • HUD definition: At risk of homelessness and/or Category 4 (Fleeing DV), • LA Continuum of Care (CoC) Homeless Prevention Targeting Tool, • At, or below 50% AMI, and • If a participant is in subsidized housing AND currently, or formerly under a homeless housing assistance program (i.e., Homeless Section 8) with income up to 80% of area median income (AMI), they can also qualify. 	\$2,460,000	Measure H (Homeless Initiative Strategy A1.	935 Families served.	477 Families exited.	348 families were permanently housed at exit (or 73%).

Department & Program	Program Description	Program Offices and/or Service Locations	Number of Direct Service & Administrative Staff	Eligibility Criteria	FY 2017-18 Budget	FY 2017-18 Funding Sources	Individuals/ Families Served in FY 2017-18	Individuals/ Families Exiting Program in FY 2017-18	Individuals/ Families Permanently Housed at Exit in FY 2017-18
LAHSA: Homeless Prevention for Adults and Youth	Short-term assistance for low-income participants who are imminently at-risk of homelessness, to resolve a crisis that would otherwise lead to a loss of housing. Most common prevention activities include: Short-term financial assistance; housing-conflict resolution and mediation with landlords and/or property managers; housing stabilization planning; legal assistance, and/or planning for exit from the program.	LAHSA-funded non-profit providers.	This data is not tracked.	Adults and Transition Age Youth: <ul style="list-style-type: none"> • HUD definition: At risk of homelessness and/or Category 4 (Fleeing DV), • LA CoC Homeless Prevention Targeting Tool, • At, or below 50% AMI, and • If a participant is in subsidized housing AND currently, or formerly under a homeless housing assistance program (i.e. Homeless Section 8) with income up to 80% of AMI, they can also qualify. 	\$4,714,286	Measure H (Homeless Initiative Strategy A5).	241 Adults and Youth served.	81 Adults and Youth exited.	72 Adults and Youth were permanently housed at exit (or 89%).

Tracking and Collecting "Homelessness Status"

The Board requested an assessment of which County data systems currently collect and track "homeless status," the value of County departments that do not currently track this data element added to this field, and the value of incorporating the definition of homelessness used by the Department of Housing and Urban Development (HUD) into any County data systems.

The County Chief Information Office (CIO) recently submitted a memo to the Board entitled "Identifying and Understanding Los Angeles County's Homeless Population", in response to an October 30, 2018 Board motion. This July 10, 2019 Board memo included the following information on the tracking of homelessness in County administrative data systems for County departments participating in the Enterprise Linkages Project (ELP):

Table 3. Tracking Homelessness and Sharing the Results Over Four Years

Agency	Homelessness Tracked in Administrative Data				Homeless Indicator Shared in ELP			
	March				March			
	2015		2019		2015		2019	
	Yes	No	Yes	No	Yes	No	Yes	No
DCFS	✓		✓			✓	✓	
DHS	✓		✓			✓	✓	
DMH		✓	✓		n/a		✓	
DPH/SAPC		✓	✓		n/a		✓	
DPSS	✓		✓		✓		✓	
Sheriff		✓	✓		n/a		✓	
Probation	✓			✓		✓		n/a
CSS/WDACS	✓		✓			✓	✓	
County Total	5	3	7	1	1	4	7	0
LAHSA/HMIS	✓		✓		n/a		✓	
Overall Total	6	3	8	1	1	4	8	0
	+/- Change:		+2		+/- Change:		+7	

All of the County departments listed above (except Probation), currently have a homeless indicator in their systems. Relative to this list, please note the following:

- Probation is working to add a homeless indicator to its system that will differentiate between "transient" and "literally" homeless population.
- DCFS is not confident that its current homeless indicator is being used accurately and is deliberating internally over how to accomplish better utilization.

- LACDA and DCBA are not included in the table above because they are not currently participating in the ELP; however, both LACDA and DCBA have mechanisms in place to identify homelessness status.

Even though these departments have a homeless indicator, they use different definitions and only LAHSA utilizes the narrow definition required by HUD. HUD uses the literal definition of homelessness, which includes (i) persons whose nighttime residence is a 'public or private place not meant for human habitation,' (ii) those living in temporary homeless shelters, including hotels funded by either charities or government entities, and (iii) those exiting institutions where they have resided for less than 90 days and who, prior to this, resided in either a place not meant for human habitation or a temporary homeless shelter. By contrast, for example, DPSS uses the State definition of homelessness, which includes "temporary accommodation in the residence of another individual", (sometimes referred to as "couch surfing").

The Homelessness Prevention Workgroup determined that it would be beneficial if County data systems could distinguish between people experiencing homelessness based on the HUD definition and those who don't meet the HUD definition, but meet each department's broader definition of homelessness. More discussion is needed regarding the feasibility of adding new homeless indicators into the various data systems, staff training on the different definitions; and workload and cost considerations. The results of that assessment and an associated recommendation will be included in the Action Plan that will be submitted to the Board in November 2019.

Evaluation and Assessment of Recent Committee/Taskforce Recommendations

The Board motion calls for an evaluation and assessment of recommendations developed by the Ad Hoc Committee on Black People Experiencing Homelessness, and task forces on Employment and Homelessness, Homeless Older Adults, and Women Experiencing Homelessness; and a determination of which recommendations should be considered for potential inclusion in the Action Plan.

Attached is a matrix of 79 recommendations related to homelessness prevention from the following reports:

- Ad Hoc Committee on Black People Experiencing Homelessness Recommendations (December 2018)
- Addressing the Needs of Older Adults Experiencing Homelessness (August 15, 2018)
- Ad Hoc Committee on Women Experiencing Homelessness (August 2017)
- Employment and Homelessness Taskforce (February 15, 2019)
- Re-Orienting Transition Age Youth Systems of Care to Support Housing Stability (November 20, 2018)
- Enhancing the Coordinated Entry System for Homeless Families (December 18, 2018)

Of the 79 recommendations, the Homelessness Prevention Workgroup identified 28 recommendations for further discussion and consideration for potential inclusion in the Action Plan. The 28 recommendations are under the purview of the mainstream County departments included in the motion and are highlighted in yellow on the attached matrix. For each recommendation, the impacted County department(s) and/or agencies are identified.

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		<div>Ad Hoc BPEH</div> <div>Older Adults</div> <div>Women</div> <div>Employment</div> <div>Family CES</div> <div>TAY Systems</div> <div>DPSS</div> <div>DCFS</div> <div>LACOA</div> <div>DCBA</div> <div>DHS</div> <div>DMH</div> <div>LASD</div> <div>Probation</div> <div>WDACS</div> <div>LAHSA</div> <div>All County</div>															
	Recommendations to be considered for potential inclusion in the Action Plan	Workgroups and Task Forces						Impacted County Departments and Agency									
1	Shift the paradigm in the approach to funding and serving people experiencing homelessness to focus on systemic challenges and inequities, rather than individual challenges, and to acknowledge the current crisis and disparities as a product of decades of systemic issues and structural racism. Acknowledge that solutions will require sustained support and funding over an extended period to course-correct.	X														X	X
2	Enhance and require ongoing trainings for relevant provider, LAHSA, City, and County staff in areas such as implicit bias, cultural competency, and the history and impacts of racism and discrimination against Black people.	X														X	X
3	Enhance DCFS support systems for families involved in the child welfare system, with an increased focus on providing services to families at the outset of child welfare involvement to address the traumas of system involvement and potential family separation.	X						X									
4	Improve system coordination and ensure transition planning commences with sufficient time to achieve best outcomes for youth exiting foster care.	X						X									
5	Establish a law enforcement policy that diverts all homelessness-related bookings to services rather than jail (in jurisdictions where this is not already the case).	X											X	X			X
6	Based on the results of the global landscape analysis, consider implementing enhancements to programs and services aimed at better supporting those exiting incarceration, such as: • broadening and deepening the scope and scale of criminal justice diversion programs provided by ODR. • increasing the network of reception/transition hubs with culturally relevant services. • ensuring rental and housing search/stability assistance is readily available for those exiting from incarceration. • expanding funding for the existing re-entry navigator programs to provide peer-to-peer mentorship, guidance, and support for re-entry populations in accessing housing, employment, healthcare, and education services. • expanding the use of restorative justice programs.	X						X					X	X		X	X
7	Enhance education and coordination between the child welfare system and homeless services system, to improve access to services for families and youth.	X						X								X	

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		Ad Hoc BPEH	Older Adults	Women	Employment	Family CES	TAY Systems	DPSS	DCFS	LACDA	DCBA	DHS	DMH	LASD	Probation	WDACS	LAHSA	All County
8	Enhance the Homeless Initiative Strategy B6 (Family Reunification Housing Subsidy) to include broader supports, such as co-locating CES agency staff at the dependency courthouse (Edmund D. Edelman Children's Courthouse) to support families whose children have been detained and those who are attending with open DCFS cases, to prevent detention of children.	X					X	X								X		
9	Increase investments in family preservation initiatives and expand support to include housing specialists and rental assistance for parents involved in the child welfare system for the purpose of keeping families together or helping those parents displaced because of child welfare involvement and court orders mandating family separation.	X						X								X		
10	Explore ways DCFS can assess for housing stability at the outset of engagement and continually use a problem-solving approach to assist youth in accessing safe and stable housing.	X						X								X		
11	Identify available DCFS resources that can be utilized to support housing stability for youth exiting foster care.	X						X								X		
12	Examine opportunities to train mainstream systems of care (Mental Health, Public Social Services, Children and Family Services, Health Services) so that there can be greater opportunities to help clients involved with these mainstream systems to avoid the homeless services system and connect them instead to appropriate, culturally-sensitive services before they become homeless.	X															X	
13	Shared housing pilot program for older adults.		X											X	X	X		

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		Ad Hoc BPEH	Older Adults	Women	Employment	Family CES	TAY Systems	DPSS	DCFS	LACDA	DCBA	DHS	DMH	LASD	Probation	WDACS	LAHSA	All County
14	<p>Conduct a racial equity analysis on LAHSA, provider, City, and County contracting requirements, hiring practices, and job requirements to:</p> <ul style="list-style-type: none"> •Identify strategies to make contracting requirements more equitable and to encourage and support smaller organizations in the contracting process, including the use of joint-venture models (in lieu of sub-contractor models). •Identify any existing barriers for Black people and/or people with lived experience (e.g., language requirements, degree requirements, etc.). •Develop a plan and process to increase the recruitment and hiring of Black people and people with lived experience. •Promote racial diversity at all organizational levels, including leadership, management, boards, and commissions. •Analyze job classifications and pay scales of the homeless service workforce across gender and race. •Ensure that lived experience is a desired and valued qualification in hiring processes. •Ensure that management staff is appropriately trained in cultural competency to effectively manage staff with high vulnerabilities and experiences of trauma. •Create opportunities for education and mentorship to support the development of Black people in staff and board leadership. 	X														X	X	
15	Implement targeted efforts (particularly to seniors) to prevent loss of home-ownership, including education around financial literacy and investment, education to protect against scams, and access to resources to prevent foreclosure. Advocate to protect existing federal and state resources and infrastructure to support this.	X						X	X								X	
16	Partner with traditional and nontraditional sites frequented by Black people that function as points of prevention and early intervention (beauty/barber shops, churches, community colleges), and use these partnerships as opportunities to inform and educate about available services and to engage.	X														X	X	
17	Expand flexible cash or in-kind assistance to participants, independent of training program enrollment.			X		X	X						X				X	
18	Maximize CalFresh Employment & Training resources for innovative program design components identified in the Employment and Homelessness Taskforce process.			X		X											X	

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		Ad Hoc BPEH	Older Adults	Women	Employment	Family CES	TAY Systems	DPSS	DCFS	LACDA	DCBA	DHS	DMH	LASD	Probation	WDACS	LAHSA	All County
19	DCFS, DMH, LAHSA, and CEO to report back in 90 days with recommendations for how to expand housing resources available to youth in extended foster care, youth exiting foster care, youth exiting the probation system, and highly vulnerable youth exiting these systems.					X	X						X		X			
20	DCFS and Probation to report back on preventing discharges into homelessness.					X	X						X					
21	Develop a diversion framework within DCFS and Probation including aftercare for youth exiting care.					X	X						X					
22	Fund prevention services (e.g. legal services, eviction prevention).			X												X	X	
23	Create longer-term shallow rental subsidies.			X												X	X	
24	Enhance funding and capacity of service providers to be able to serve an aging population and changing demographics.			X												X	X	
25	Target prevention resources to older women, as data indicate women are more likely to become homeless as they age.			X												X	X	
26	Target prevention resources to women who have experienced violence, especially those who do not meet the federal definition of homelessness.			X												X	X	
27	Provide support to women who are separated from their children, reunifying with their children, and women who have lost their children, including women who have different family compositions (e.g., grandchildren removed from custody).			X			X										X	
28	Advocate at the state level to increase the per diem rate for board and care.			X													X	

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		<div> <div>Ad Hoc BPEH</div> <div>Older Adults</div> <div>Women</div> <div>Employment</div> <div>Family CES</div> <div>TAY Systems</div> <div>DPSS</div> <div>DCFS</div> <div>LACDA</div> <div>DCBA</div> <div>DHS</div> <div>DMH</div> <div>LASD</div> <div>Probation</div> <div>WDACS</div> <div>LAHSA</div> <div>All County</div> </div>															
Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency									
29	Enact a civil and human rights ordinance for both the City and County to provide for the development of civil rights policies and mechanisms for investigation of and enforcement against discriminatory practices in housing and employment.	X								X	X					X	X
30	Continue to enhance and expand existing fair hiring practices to reduce barriers to employment, including legislation to restrict the use of criminal history records. Ensure legislation is accompanied by funding and a provision for credible community partnerships to support implementation (through measures such as public awareness campaigns, education, lessor/lessee trainings, and enforcement).	X									X					X	X
31	Ensure that living-wage workforce development programs and employment training programs are aligned with major growth sectors in the Los Angeles region, adequately funded, accessible to people experiencing homelessness (e.g., proximate locations, transportation and childcare assistance, low-barrier eligibility requirements, compensated through stipends, etc.), and offer services tailored to Black people experiencing homelessness—particularly Black youth. Program development should include a broad range of opportunities, including entrepreneurial and small business opportunities.	X						X			X					X	X
32	Coordinate and work with DCFS, homeless service providers, parent advocates, parent defender advocates, and other relevant partner agencies to leverage resources and maximize services, expertise, and outcomes.	X							X								X
33	Continue to advocate for policies (e.g., inclusionary zoning) and enhanced funding to support further affordable housing development, to address the deficit in the supply of affordable housing. Apply a racial equity lens to ensure thoughtful and strategic investment that considers the needs of disenfranchised communities.	X								X							X

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		Ad Hoc BPEH Older Adults Women Employment Family CES TAY Systems DPSS DCFS LACDA DCBA DHS DMH LASD Probation WDACS LAHSA All County															
Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency									
34	Continue to expand tenant protections at the local level, and advocate for changes at the state and federal level where applicable, to ensure more robust protections within the private market, as well as within public housing and voucher programs, including: protections against Section 8 and other housing subsidy discrimination, expansion of "just cause" eviction requirements to all residential rental housing, implementation of broader rent control measures, and prohibition of criminal background checks in tenant screening.	X								X	X					X	X
35	Conduct a system-wide fiscal, cost, and racial equity analysis of criminal justice investments, with the goal of redirecting high-cost system expenditures (e.g., criminal justice system spending) to housing and service investments to help those exiting long-term incarceration, formerly incarcerated individuals, and people with homeless lived experience thrive in the community.	X						X						X	X	X	X
36	Conduct research to identify interrupters of intergenerational cycles of homelessness and develop appropriate coaching strategies to model desired healthy behaviors and essential life skills.	X														X	X
37	Ensure that family reunification programs and services are reflective of low-barrier principles, with an emphasis on providing housing assistance with limited requirements or barriers to entry.	X						X	X							X	
38	Enhance DCFS support systems for families involved in the child welfare system, with an increased focus on providing services to families at the outset of child welfare involvement to address the traumas of system involvement and potential family separation.	X						X								X	
39	Reinstate and restore funding for the Rights of Passage program as an effective model for preparing youth for successful transition to adulthood.	X						X									
40	Expand the use of "cultural brokers" and/or peer navigators to support families in navigating the child welfare system.	X						X								X	
41	Increase the number of Black foster care families by offering incentives and supports.	X						X									

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		<div>Ad Hoc BPEH Older Adults Women Employment Family CES TAY Systems DPSS DCFS LACDA DCBA DHS DMH LASD Probation WDACS LAHSA All County</div>																
Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency										
42	Increase targeted investments in appropriate supports for current and former foster care youth, including permanent housing and higher education and/or vocational program scholarships.	X							X							X	X	
43	Broaden the extended foster care program to include youth up to age 24 to provide comprehensive, person-centered services including housing, education, and employment.	X							X									
44	Advocate for a change in federal policy to extend eligibility for independent living programs to age 24.	X							X									
45	Designate funding to provide outreach teams and an expanded network of traditional and nontraditional sites, access to one-time financial/housing assistance that can prevent homelessness further upstream by serving those whose needs are less acute and who may not otherwise access support through the homeless services system.	X														X	X	
46	Increase the quality of housing retention services in Permanent Supportive Housing (PSH) and Rapid Re-Housing (RRH) through training, data collection, and evaluation.	X										X	X			X	X	
47	Enhance funding for Fair Housing investigations and enforcement (to include Section 8 and other sources of income discrimination) and for ongoing education about tenants' rights.	X								X	X						X	
48	When making policy and funding decisions, support the development and growth of community-rooted programs, providers, and networks owned and/or led by formerly incarcerated individuals, to guide successful re-entry.	X													X		X	

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

		<div> <div>Ad Hoc BPEH</div> <div>Older Adults</div> <div>Women</div> <div>Employment</div> <div>Family CES</div> <div>TAY Systems</div> <div>DPSS</div> <div>DCFS</div> <div>LACDA</div> <div>DCBA</div> <div>DHS</div> <div>DMH</div> <div>LASD</div> <div>Probation</div> <div>WDACS</div> <div>LAHSA</div> <div>All County</div> </div>															
Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency									
49	Conduct a global landscape analysis within City and County government to identify existing and potential relationships, as well as current efforts related to criminal justice reform and services, to those transitioning to community. This analysis should be conducted in collaboration with re-entry service providers and include a review of Los Angeles County's Office of Diversion and Reentry (ODR), Project LEAD, and Jail In-Reach program, among other initiatives currently in place.	X											X	X			
50	Fund and build capacity for programs that support people who have been incarcerated and who are experiencing homelessness or are at risk of experiencing homelessness by: <ul style="list-style-type: none"> • hiring Black people who have been incarcerated and/or have lived experience of homelessness • utilizing effective wrap-around service models • employing trauma-informed care training and practices. 	X													X		X
51	Based on the results of the global landscape analysis, consider implementing enhancements to programs and services aimed at better supporting those exiting incarceration, such as: <ul style="list-style-type: none"> • broadening and deepening the scope and scale of criminal justice diversion programs provided by ODR • increasing the network of reception/transition hubs with culturally relevant services • ensuring rental and housing search/stability assistance is readily available for those exiting from incarceration • expanding funding for the existing re-entry navigator programs to provide peer-to-peer mentorship, guidance, and support for re-entry populations in accessing housing, employment, healthcare, and education services • expanding the use of restorative justice programs. 	X									X		X	X			X

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

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	Additional Recommendations which will not be considered for potential inclusion in the Action Plan	Workgroups and Task Forces						Impacted County Departments and Agency										
52	Cross training for County departments on needs of aging homeless population.		X													X		X
53	Make America's Job Center of California (AJCC) employment services accessible to individuals experiencing homelessness through cross-systems co-location and remote services. a) Develop a program that runs out of a mobile unit, offering direct AJCC employment services onsite at various locations such as: homeless service provider sites, interim, transitional and permanent housing developments, navigation centers, safe parking sites, DPSS GAIN and GROW offices, job club sites, trade and adult schools and community colleges to enhance interagency collaboration. b) Similar to the INVEST program model of co-located Probation staff at AJCCs, hire and embed Coordinators/Navigators to facilitate employment support for justice-involved participants. This must be coupled with appropriate staff training.					X		X								X		
54	Utilize matches between data systems for the homeless, workforce, and benefits systems. Individual and aggregate data drawn from multiple systems can be matched and analyzed to identify patterns of how systems are accessed, inform service improvements and enhance prioritization of income and employment services.					X		X	X							X	X	X
55	Evaluate the benefits of increasing CalJobs database access across systems partners to enable providers to view participant enrollment, activities, and contact persons at AJCCs. Similar to Homeless Management Information System (HMIS) visibility amongst service providers, access to CalJobs database may create opportunities for co-case management. Staff utilizing the CalJobs system must attend CalJobs basic case management trainings.					X		X								X		

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

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Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency										
56	Develop and implement ongoing performance metrics to assess progress toward systems alignment, shared data tracking around outcomes and increased access to employment for individuals and families experiencing homelessness. Framework for goal-setting can be taken from existing County Workforce Alignment Plans, Workforce Development Boards (WDBs) Local & Regional Plans, Economic Development Scorecard, etc.				X			X								X		
57	Offer evidence-based cross-trainings for some existing and newly hired AJCC, and DPSS GAIN, GROW and job club staff to reduce barriers and build capacity to serve individuals and families currently, recently and at-risk of experiencing homelessness.				X			X	X						X	X		X
58	Create an aggregate inventory of homeless income and employment funding sources. Coordinate funding and procurement processes and identify appropriate programs and partnerships to increase systems alignment, maximizing resources, such as SB 678 Community Corrections Performance Incentive (CCPI) funds for adult felony probationers, California Community College's Strong Workforce Program, Career and Technical Education (CTE) and short-term vocational trainings funded by AJCCs and DPSS.				X			X							X	X		
59	DCFS to report back in 90 days on availability of funding to increase capacity in THP+ program by at least 50 percent.						X		X									
60	Probation to report back on funding for housing for youth exiting the juvenile justice system.						X		X						X		X	
61	DCFS, Probation, and LAHSA to develop a universal referral process to Youth Coordinated Entry System (YCES).						X		X						X		X	

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

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Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency										
62	DCFS, DMH, Probation, and LAHSA to report back on implementing streamlined enhanced data collection.					X		X							X		X	
63	Standardize DV performance measures across funding agencies, including the LA Housing and Community Investment Department (HCID), Department of Public Social Services (DPSS), and LAHSA.			X				X	X									X
64	Support cross-system training and capacity building between the homeless services and workforce development systems.			X												X		X
65	Make trainings (on serving women experiencing homelessness and at-risk of homelessness) available to all providers, not only those funded by LAHSA.			X													X	X
66	Integrate the following topics into regular, ongoing training opportunities for providers throughout the homeless service delivery system: Safety planning; Human trafficking; Domestic violence; Gender and sexual diversity; Navigating the foster care and child welfare system.			X													X	X
67	Support policies that strengthen the Rent Stabilization Ordinance (RSO) in the City of LA as well as efforts to establish rent control in other cities and in unincorporated areas in LA County.			X														X
68	Advocate at the state level to increase the Presley Fund.			X														X
69	Provide stronger management and support from CES LAHSA coordinators to better assist the providers with technical assistance to support regional infrastructure and SPA workplan priorities.					X												
																	X	

MATRIX OF EXISTING PREVENTION RECOMMENDATIONS FROM PRIOR WORKGROUPS/TASKFORCES

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70	Evaluate how the Health Agency (DPH/DMH/DHS) health records can be connected to the vulnerability index (VI-FSDPAT) so that the participant's acuity and need can more accurately reflect a family's barriers.					X																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									</

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Additional Recommendations which will not be considered for potential inclusion in the Action Plan		Workgroups and Task Forces						Impacted County Departments and Agency									
77	Expand use of RRH holding fees that can be paid to landlords to hold vacant units to increase access to private market housing units.					X											
78	Explore use of government-owned properties, including Los Angeles Unified School District (LAUSD) properties, to increase stock of affordable housing sites with minimal zoning restrictions.					X										X	
79	Explore implementation of shared housing strategies for families. Engage in robust research around best practices for family shared housing and develop clear technical assistance for providers to implement shared housing.					X	X	X	X							X	X

Legend:

Ad Hoc BPEH: Ad Hoc Committee on Black People Experiencing Homelessness Recommendations (December 2018)

Older Adults: Addressing the Needs of Older Adults Experiencing Homelessness (August 15, 2018)

Women: Ad Hoc Committee on Women Experiencing Homelessness (August 2017)

Employment: Employment and Homelessness Taskforce (February 15, 2019)

Family CES: Enhancing the Coordinated Entry System for Homeless Families (December 18, 2018)

TAY Systems: Re-Orienting Transition Age Youth Systems of Care to Support Housing Stability (November 20, 2018)



UC Berkeley
Evan White, Executive Director
Jesse Rothstein, Faculty Director
2521 Channing Way
Berkeley, CA 94720

UC Los Angeles
Janey Rountree, Executive Director
Till von Wachter, Faculty Director
337 Charles E. Young East, Ste. 4284
Los Angeles, CA 90095



Carmelo Barbaro, Executive Director
Marianne Bertrand, Faculty Director
33 North LaSalle Street, Ste. 1600
Chicago, IL 60602

Predicting and Preventing Homelessness in Los Angeles

Summary: *The California Policy Lab at UCLA and the University of Chicago Poverty Lab have used County data on multi-system service use to predict homelessness among single adults receiving mainstream County services.¹ By identifying people at high risk of first-time homelessness or returns to homelessness and understanding risk factors associated with future homelessness, the County can more effectively target its homelessness prevention efforts to ensure limited resources are going to those most likely to benefit from them.*

Background - policy context

On any given night, nearly 60,000 people experience homelessness in Los Angeles County,² and an estimated 141,000 are homeless in any given year.³ In response to this growing crisis, voters in Los Angeles County passed Measure H, agreeing to increase their taxes to add an estimated \$355 million in homeless services each year.⁴ As reported in the 2018-19 Measure H 15-Month Report Card, 9,635 individuals entered permanent housing due to Measure H funding; 18,714 people entered crisis, bridge and interim housing funded in part or in whole by Measure H; 4,165 clients were linked to intensive case management services (ICMS); and about 3,300 have been assigned to either a federal or local rental subsidy for permanent supportive housing.⁵ While the County has successfully navigated homeless individuals into available housing and other services, the homeless population continues to grow as inflow outpaces exits to permanent housing. In 2019, despite the influx of Measure H services, the homeless population in LA County (as measured by the

¹ For the purposes of this project, "mainstream County services" include services provided by LA County departments reporting data to the Enterprise Linkage Project. Those departments include the Department of Health Services, Department of Mental Health, Probation, Sheriff's Department, Department of Public Health (Substance Abuse Treatment & Control), and Department of Public Social Services.

² 2019 Greater Los Angeles Homeless Count, available at <https://www.lahsa.org/documents?id=3423-2019-greater-los-angeles-homeless-count-los-angeles-County.pdf>.

³ This figure is calculated using a combination of enrollment data in homeless projects from LAHSA's HMIS system, and the homeless flag in DPSS's data for General Relief (GR) recipients. Note that while individuals who are homeless in the HMIS are required to meet the HUD definition of homelessness, this is not a requirement to be flagged as homeless in the GR data.

⁴ "The Homeless Initiative," Los Angeles County, available at <http://homeless.laCounty.gov/>.

⁵ Measure H Citizens' Oversight Advisory Board Meeting Minutes, March 2, 2019, available at http://homeless.laCounty.gov/wp-content/uploads/2019/03/03.07.19-COAB-Mtg-Documents_FINAL2-2.pdf.

Greater Los Angeles Homeless Count) grew by 12%.⁶ Given the broader market forces driving housing costs and housing instability in Los Angeles, it is critical that the County and its research partners better understand the cause of inflows into homelessness and who is at highest risk in order to develop and test prevention strategies. It is also critical that the County rigorously evaluate services funded by Measure H so that County residents better understand what would have happened in the absence of these services.

For the past two years, the California Policy Lab at UCLA and the University of Chicago Poverty Lab ("the research team") have been working in close collaboration with the LA County Homeless Initiative and LA County Office of the Chief Information Officer (CIO) to predict homelessness among single adults receiving mainstream County services. The purpose of this work is to help identify people at high risk of homelessness and then leverage our growing understanding of risk factors to design and test homelessness prevention strategies. The research team has provided this analysis and research at no cost to the County.

In recognition of the importance of preventing homelessness, the Los Angeles County Board of Supervisors adopted a motion in May 2019 directing the LA County Homeless Initiative to collaborate with County departments, legal services, research organizations, and other experts to assess how to strengthen homeless prevention efforts within County departments. The Board directed the Homeless Initiative to include a description of the work being done by the research team on predicting homelessness and the implications of that work in the Interim Report. To that end, the research team is providing this summary of our work to date.

What we know about preventing homelessness

Experts note that homelessness prevention programs should be both *effective* and *efficient*.⁷ *Effective* programs stop people at risk of homelessness from becoming homeless. *Efficient* programs target individuals and families who are at high risk of homelessness, i.e. those who would become homeless in the absence of assistance, rather than those who would find a way to maintain stable housing even without assistance. While there is very little existing research to help guide policy decisions on prevention, two recent studies in Chicago and New York offer reasons to be hopeful that prevention programs can be effective at preventing homelessness. However, effective targeting to ensure programs are efficient remains a challenge.

A prevention program managed by Catholic Charities in Chicago offered one-time cash assistance to families who called a hotline and self-identified as being at risk of

⁶ LAHSA: "Greater Los Angeles Homeless Count Shows 12% Rise in Homelessness." (June 4, 2019), available at <https://www.lahsa.org/news?article=558-greater-los-angeles-homeless-count-shows-12-rise-in-homelessness>.

⁷Shinn, M. & Cohen, R. (Jan. 2019). "Homelessness Prevention: A Review of the Literature." Center for Evidence-Based Solutions to Homelessness. Available at http://www.evidenceonhomelessness.com/wp-content/uploads/2019/02/Homelessness_Prevention_Literature_Synthesis.pdf.

homelessness. Callers demonstrating a minimum level of financial self-sufficiency and experiencing an eligible crisis qualified for one-time financial assistance up to \$1,500. The program reduced shelter entry by 76% for program recipients when compared to a comparable control group who were eligible but happened to call on a day when funds were not available. While the program succeeded at reducing shelter entry, homelessness remained a rare outcome among this population: 99.5% of the individuals in the treatment group never entered shelter, compared to 98% of the control group. While this finding demonstrates that the vast majority of eligible callers were able to resolve their housing crisis by themselves, the prevention program was still cost effective because the cost savings to the shelter system exceeded the cost of running the program.⁸ However, study authors noted that the program would be more efficient and cost beneficial if it were more effectively targeted to higher-risk callers.

A study in New York offers insight into how prevention services may be more effectively targeted to enhance their efficiency. The Homebase prevention program offers a variety of homelessness prevention service in community-based settings, including cash assistance, benefits counseling, case management, legal assistance, job placement, and other services. Shinn *et al.* (2013) developed and evaluated a screening model for families in New York City who applied to the Homebase program, though service providers could override the tool and exercise their own judgment. This model used demographic, employment, education, housing, disability, criminal justice history, domestic violence history data and other administrative data to predict risk of shelter entry for individuals who applied to Homebase.

An evaluation of Homebase found that during a 27-month follow-up period, Homebase reduced the average length of shelter stays by an estimated 22.6 nights when compared to a control group. The average number of nights in a shelter for all Homebase participants (including those with no nights in a shelter) was 9.6 nights and the average number of nights in a shelter for all individuals in the control group (including those with no nights in a shelter) was 32.2 nights. In addition, Homebase reduced the percentage of families who spent at least one night in a shelter from 14.5% to 8.0%.⁹ Like the Chicago prevention program, the Homebase program was cost effective even though it had relatively modest effects. The evaluators of Homebase did, however, conclude that the program would have been even more effective had it been more efficiently targeted. Shinn *et al.* compared the families that the model identified as being at the greatest risk of homelessness with the families that Homebase program staff judged to be eligible for the program. As compared to program staff judgment, the Shinn *et al.* model had substantially higher precision (*i.e.*, correctly predicting shelter entry) at the same level of false alarms (*i.e.*, family that did not enter shelters in the absence of prevention services).¹⁰ Greer *et al.* created a similar model to target individuals for Homebase. Greer *et al.* found that their model increased correct

⁸ Evans, W. N., Sullivan, J. X., & Wallskog, M. (2016). The impact of homelessness prevention programs on homelessness. *Science*, 353(6300), 694-699.

⁹ Rolston, H., Geyer, J., Locke, G., Metraux, S., & Treglia, D. (2013). Evaluation of Homebase community prevention program. *Final Report, Abt Associates Inc, June, 6, 2013.*

¹⁰ Shinn, M., Greer, A. L., Bainbridge, J., Kwon, J., & Zuiderveen, S. (2013). Efficient targeting of homelessness prevention services for families. *American journal of public health*, 103(S2), S324-S330.

predictions by 77% (the model correctly predicted over 90% of shelter entry) and reduced missed cases of future homelessness by 85%.¹¹

Both the Chicago and the New York programs demonstrate that short-term, relatively modest cash assistance and other temporary services can in fact prevent homelessness and reduce inflows by keeping individuals and families out of the emergency shelter system. That said, both programs also demonstrate the difficulty of efficiently targeting prevention programs. When a group of people all appear to be vulnerable, how do we know who is at highest risk of falling into homelessness?

Research questions

In Los Angeles County, little is known about who among the millions of residents living in poverty are at high risk of homelessness. In any given year, the County interacts with approximately 1.9 million single adult clients through mainstream County services, including emergency room services; inpatient and outpatient medical treatment; mental health and substance abuse treatment programs; social safety programs like General Relief ("GR") and CalFRESH; and in the County jails and probation. In any given year, 76,000 single adults will experience homelessness, most of whom (~42,000) are experiencing an ongoing episode of homelessness continuing from the previous year. Roughly 34,000, however, are experiencing a new homeless spell, either returning to homelessness after being stably housed for at least six months (20,000) or experiencing homelessness for the first time (14,000) (see figure 1).¹² The challenge facing homelessness prevention efforts is identifying who is at highest risk of experiencing a new homeless spell and connecting these individuals to services that effectively address their housing instability.

¹¹ Greer, A. L., Shinn, M., Kwon, J., & Zuiderveen, S. (2016). Targeting services to individuals most likely to enter shelter: Evaluating the efficiency of homelessness prevention. *Social Service Review*, 90(1), 130-155.

¹² These figures are restricted to single adults with prior County service history. When considering all single adults, 90,000 experience homelessness, with 48,000 of those individuals experiencing new homeless spells and 28,000 experiencing homelessness for the first time.

Figure 1. Homelessness among single adults in the ELP in calendar year 2017 (restricted to individuals with prior service histories)



This research team's hypothesis is that advances in data science and predictive analytics can help identify who among those receiving mainstream County services is at greatest risk of homelessness. If we can efficiently target prevention resources, we can then use our understanding of risk factors to design more effective prevention strategies. These are the research questions that motivate our work:

- What are the key risk factors associated with future homelessness?
- Can predictive analytics help identify who is at risk of homelessness?
- What types of prevention programs reduce homelessness and for whom?

Methodology & data sources

Using Los Angeles County data,¹³ the research team has developed a model for predicting homelessness in the County. The data sources for the project are derived from the Enterprise Linkage Project (ELP), which holds over 85 million service utilization records on 1.9 million single adults from seven agencies covering health services, benefits payments, law enforcement, and homeless services. The sheer scale of the data makes it ideal for the application of *predictive analytics*, which is the use of statistical models to make predictions about the future based on patterns and interrelationships between current and historical data. For example, for this research we predicted whether single

¹³ The research team and LA County take data privacy extremely seriously and there are multiple measures in place to ensure that privacy. Individual County agencies participating in the Enterprise Linkage Project (ELP) run an encryption code that scrambles personally identifiable information such as names, birth dates, and social security numbers of the individuals in their data. The data is then uploaded to a secure server for inclusion into the ELP. The California Policy Lab has a data sharing agreement with the County CEO providing access to this de-identified data for the purposes of this project. The research team also used Homeless Management Information System (HMIS) data provided by the Los Angeles Homelessness Services Authority (LAHSA). The County encrypts the personally identifiable data in the HMIS using the same method that is applied to the rest of the ELP, and then shares the data with the research team. The research team does not have access to any information that would re-identify the individuals in the data set.

adults experienced a new homeless spell in the 12-month outcome window of calendar year 2017, using data derived from calendar years 2012-16 as the prior service period.

Using predictive analytics, the research team has created models to predict two types of new homeless spells (NHS): *returns to homelessness* (RTH), in which the individual is not homeless in the six months prior to the outcome window, and *first-time homelessness* (FTH), in which the individual has no record of homelessness prior to the outcome window.¹⁴

Accurately measuring homelessness as an outcome is challenging. Individuals enrolled in homeless services in the Homelessness Management Information System (HMIS) must meet the definition of homelessness set by the Department of Housing and Urban Development (HUD), but relying solely on this measure risks underreporting the population experiencing homelessness. An alternative measure of homelessness is the homeless flag maintained by the Department of Public Social Services (DPSS) for GR clients. However, DPSS does not assess status using the HUD definition. In training the predictive models, we have used a combination of the HMIS and GR homelessness flags. Approximately 8% of all single adults who are flagged as homeless in these two systems are flagged in both, representing 24% of the HMIS-homeless and 11% of GR-homeless.

Results – can we predict homelessness in LA County?

Given its statistical rarity, it is difficult to predict homelessness. In fact, just 1.7% of approximately 1.9 million single adult County clients (33,600 people) experienced new homeless spells in calendar year 2017, of which 1.0% experienced a return to homelessness and 0.7% experienced first-time homelessness. To evaluate the performance of our model, we generated a list of people rank-ordered from highest to lowest risk of homelessness. The risk list can include any number of the highest risk individuals, depending on how it will be used. For example, the County could use a list of the 3,000 people at highest risk of first-time homelessness for a more focused, intensive intervention, or a list of 1% of people at greatest risk (19,600), which more closely approximates the actual size of the first-time homeless population in any given year. To offer options for various ways in which the County and its departments and agencies could use the risk list, we cut it into different sizes and assessed performance by calculating the *precision* of the lists, i.e. how many people on each size list actually became homeless?

For a risk list of the top 3,000 people at highest risk of experiencing any new homeless spells (including both first-time homelessness and returns to homelessness), 45.9% actually became homeless, including 27.1% in the HMIS. For a risk list of the top 3,000 people at highest risk of experiencing first-time homelessness in calendar year 2017,

¹⁴ Because predictive analytics requires prior risk factors in order to make predictions about the future, only those County clients who have had interactions with County services prior to the outcome window (approximately 70% of individuals experiencing new homeless spells, and just over 50% of individuals experiencing first-time homelessness) can be included in the model.

33.5% became homeless, including 12.9% who were homeless in the HMIS according to the HUD definition.

Tables 1 and 2 report the precision of the models for lists of various sizes. They also report how much more likely the entire list, including people who didn't become homeless, is to experience homelessness compared to average County clients.

Table 1. Model Evaluation Results for Any New Homeless Spells among Single Adults, CY2017

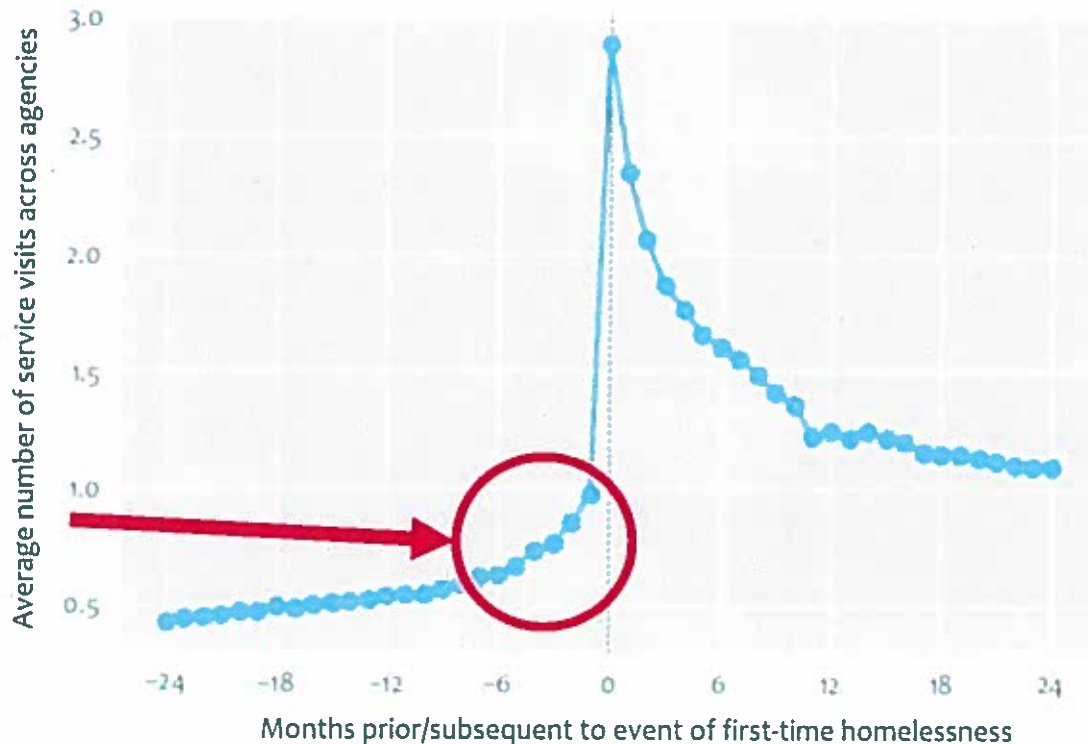
Risk List	Precision	Risk of Becoming Homeless Compared with Average County Client
Top 3,000	45.9%	27 times more likely
Top 1% (N=19,600)	35.1%	21 times more likely
Top 2.5% (N=49,000)	28.6%	17 times more likely

Table 2. Model Evaluation Results for First-Time Homelessness among Single Adults, CY2017

Risk List	Precision	Risk of Becoming Homeless Compared with Average County Client
Top 3,000	33.5%	48 times more likely
Top 1% (N=19,600)	23.6%	34 times more likely
Top 2.5% (N=49,000)	14.8%	21 times more likely

The phenomenon of homelessness is very time sensitive, with the immediate six months prior to the event of first-time homelessness containing, on average, a sharp spike in service usage (see Figure 2). Our analyses suggest that the predictive accuracy of the model in the field would be highly dependent upon the ability to continually refresh the model with data that is as current as possible.

Figure 2. Service utilization spike in six months prior to first-time homelessness (FY2013-17 data)



Who is on the homelessness risk lists?

It is worth noting that with these precision scores, some individuals on the risk list are “false positives”, i.e. people who the model predicted are at risk but who did not actually experience a new homeless spell. However, all people on the risk lists, including the false positives, are vulnerable. The top 3,000 individuals who are at highest risk of experiencing first-time homelessness are *48 times more likely* to experience first time homelessness than average County clients. Those in the top 1% of the risk distribution are *34 times more likely* to experience homelessness in the next 12 months, and they are also intensive utilizers of services, with *nine times* as many arrests and jail bookings and *12 times* as many interactions with substance abuse prevention and control. People experiencing a new homeless spell are more likely to be male (69% vs. 54% of non-homeless County clients), and individuals experiencing homelessness for the first time are significantly younger than average (35 vs. 40).

What do we know about risk factors for homelessness?

In the prior five years of service history, 94% of those at risk of returning to homelessness¹⁵ were receiving CalFresh; 86% were receiving General Relief; 88% had been in jail; 88% were Department of Mental Health (DMH) clients; 81% were Department of Health Services (DHS) clients; and more than 85% had contact with four or more agencies.

Much of our work thus far has been focused on maximizing the accuracy of the predictive models and performing descriptive analysis to understand who is at risk. The next phase of the project involves *interpreting* the predictive models in order to understand *risk factors for homelessness* – in other words, what are the underlying correlations in the data that have the most predictive power? What makes this next phase particularly challenging is the very large number of potentially important risk factors or ‘features,’ with almost 1,000 in the current model. Our current focus has been on the task of *feature selection* to determine which of these are most important.

We have found that a minimum of approximately 50 features is required to obtain acceptable performance in predictive models, with optimal performance requiring somewhere between 150 to 200 features. Although the most important features selected by the models tend to change frequently with the acquisition of new data and the application of new modeling techniques, some of the most important features include prior receipt of social safety net benefits, along with interactions with DHS, DMH, Sheriff, and Probation. The occurrence of multiple service types within one agency – for example, having both inpatient and outpatient visits – appears to be an important risk factor, along with temporal patterns such as the number of days since last visit (with shorter periods of time between visits suggesting higher risk). Certain geographical and spatial patterns are also emerging: having visited multiple service locations within one agency is a strong predictor, and certain zip codes appear to be at higher risk than others.

Key insights

Our preliminary modeling results give us new insight into the individuals who are at risk of experiencing any new homeless spell, including first-time homelessness and returns to homelessness.

- The majority of single adults who will experience first-time homelessness or a return to homelessness are already clients of mainstream County agencies, which presents opportunities for intervention.
- Predictive analytics can greatly improve our ability to identify single adults at risk of homelessness and more precisely target prevention programs.

¹⁵ Because the risk lists that capture the top 1% of individuals at risk of a first-time homeless spell or new homeless spell is closest in size to the actual homeless population in any given year, the statistics below are all reported for the top 1% of the list.

- Effectively serving the 1% of County clients who are at greatest risk of a new homeless spell would prevent nearly 6,900 homeless spells in one year.
- The 3,000 people at highest risk of first-time homelessness are 48 times more likely to experience first-time homelessness than average County clients.
- These clients are very vulnerable and are interacting with multiple systems, such as the mental health and criminal justice systems.
- Falling into homelessness happens very fast. The County and service providers must react quickly.

The insights gained from the modeling results can be used as guidance for existing and new prevention efforts. Stakeholders can:

- Proactively find people who are very high risk but who many not self-identify for services.
- Target scarce resources for people at highest risk.

Recommendations & Next Steps

The research team's goals in predicting first-time homelessness and returns to homelessness are (1) to efficiently target scarce prevention resources and (2) to test whether prevention programs are effective at reducing homelessness.

Improving efficiency: Over the coming months, the research team will continue to improve the precision of the models by adding data and working with LA County to optimize the pace at which the models are refreshed. The research team is also creating models to predict risk of homelessness among highly vulnerable populations, like older adults, single adults exiting the jail, or clients of mental health services. In these customized models, we can predict who among the subpopulation is at highest risk. The next step will be to work with County departments and other stakeholders to determine the best way to implement the risk models. Options could include (1) generating a high priority risk list for a multi-disciplinary problem-solving team, (2) generating customized risk lists for County departments, (3) creating customized risk lists by geography or population, and/or (4) testing the feasibility of creating a risk flag or risk score in County data systems.

Testing effectiveness: Given that tens of thousands of clients of mainstream County services are falling into homelessness each year, there is an enormous opportunity to leverage existing funding and service infrastructure to slow or halt a housing crisis before an individual becomes homeless. At the same time, there is very little research or evidence to help determine what level and type of assistance is needed to prevent homelessness. In its May 21, 2019 Motion, the Board of Supervisors highlighted the importance of assessing the efficacy of mainstream County systems in preventing homelessness. As the County mobilizes agency resources to prevent homelessness, we recommend that the County plan for evaluation of its prevention programs.

To that end, homelessness prevention experts have highlighted some high priority areas of research. Experts note that research on prevention programs for individuals leaving

institutional settings (*e.g.*, correctional facilities or the foster care system) would be fruitful. Experts also note that research on housing subsidy programs could be particularly useful because this type of prevention has not been well-studied. In evaluating homelessness prevention programs, it is important to rigorously assess both effectiveness and efficiency and to not conflate the two. In other words, a homelessness prevention program that appears to be highly effective because enrollees do not experience homelessness in the outcome window might be inefficient if it targets people who are at very low risk. To differentiate between effectiveness and efficiency, evaluators need to measure outcomes against a counterfactual—what would have happened without access to the prevention program.¹⁶

The California Policy Lab and the University of Chicago Poverty Lab look forward to continuing to partner with County agencies to significantly advance this work in the coming months. If you have any further questions, please do not hesitate to reach out to Janey Rountree at janey@cpl.ucla.edu.

¹⁶ Shinn, M. & Cohen, R. (Jan. 2019). "Homelessness Prevention: A Review of the Literature." Center for Evidence-Based Solutions to Homelessness. Available at http://www.evidenceonhomelessness.com/wp-content/uploads/2019/02/Homelessness_Prevention_Literature_Synthesis.pdf.