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May 17, 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

## HOMELESS INITIATIVE QUARTERLY REPORT #13

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 thirteenth quarterly report, which includes data from January 1, 2019, through March 30, 2019. The report shows that we are making measurable progress across all dimensions of the County's commitment to combat and prevent homelessness. While the numbers of those directly served by HI Strategies are encouraging, a humanitarian crisis of such complexity will require sustained focus and collaboration with the County's partners and stakeholders. The HI continues to work closely and build capacity with a diverse and ever-growing network of partners to serve many more of our homeless neighbors.

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

Each Supervisor  
May 17, 2019  
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If you have any questions, please contact Phil Ansell, Homeless Initiative Director,  
at 213-974-1752 or [pansell@ceo.lacounty.gov](mailto:pansell@ceo.lacounty.gov).

SAH:JJ:PA  
JR:LC:tv

Attachment

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



**QUARTERLY REPORT #13**  
**MAY 2019**



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

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# HOMELESS INITIATIVE: INTRODUCTION

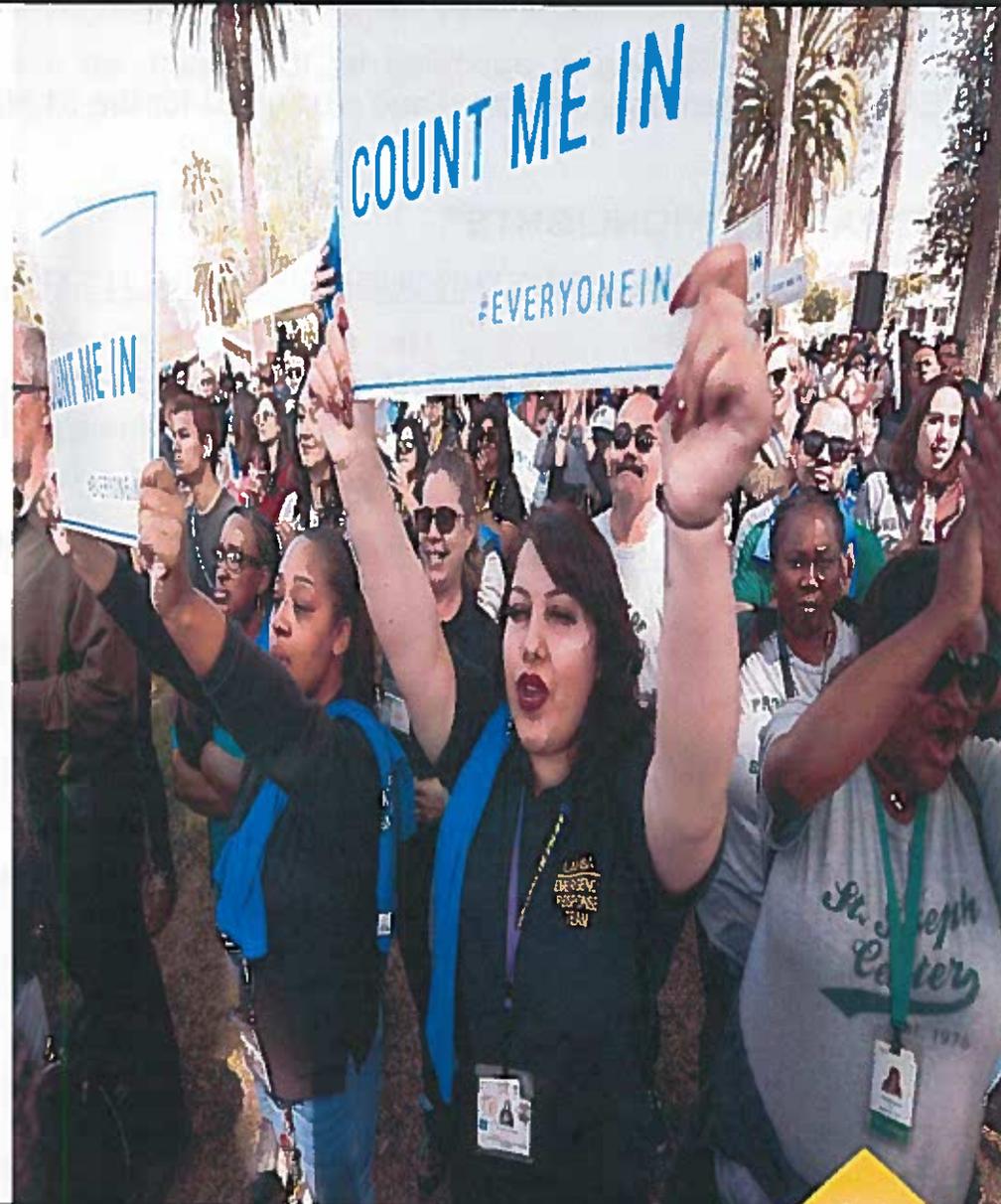
Three years ago, the **Los Angeles County Board of Supervisors** made a bold move and created the County Homeless Initiative, which underscored homelessness as a **top regional priority**. With the creation of the Homeless Initiative and passage by voters of the landmark Measure H sales tax in March 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 **13th quarterly** report includes **21 months of Measure H outcomes** (covering the period from July 1, 2017 thru March 30, 2019) and shows that we are making measurable progress across the full scope of the **County's commitment** to combat and prevent homelessness.

As the critical work continues, there is a **powerful sense of community and hope** 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.

## STRATEGY HIGHLIGHTS\*

### PERMANENTLY HOUSED THROUGH MEASURE H STRATEGIES

A total of **14,241 individuals and family members have been permanently housed** as a result of Measure H strategies since July 2017. In the first three quarters of Fiscal Year (FY) 2018-19, **6,865** individuals and family members were permanently housed.

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

A total of **28,458 individuals and family members entered interim housing** facilities funded in whole or in part by Measure H since July 2017.

### A1 AND A5: HOMELESS PREVENTION PROGRAM FOR FAMILIES AND INDIVIDUALS

In the first nine months of FY 2018-19, **593 new families** were assisted with prevention services through the Family Solutions Centers. During the same time period, **575 families** exited the program and **470 (82 percent)** either retained their housing or transitioned into other permanent housing. In addition, **889 new individuals** were assisted with prevention services and **602 individuals** exited the program and **553 (92 percent)** either retained their housing or transitioned into other permanent housing.

\*All highlights feature the first three quarters of Fiscal Year (FY) 2018-19 unless noted otherwise.

# 14,241

**PERMANENTLY HOUSED  
THROUGH MEASURE H  
STRATEGIES SINCE  
JULY 2017**

# 28,458

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



# HOMELESS INITIATIVE IMPLEMENTATION

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

In the first nine months of FY 2018-19, **4,734 RRH participants** moved into housing and **1,422 participants** exited the program to permanent housing (out of 1,734 total exits, amounting to a permanent housing exit rate of **82 percent**).

**1,422**

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

## B4: FACILITATE UTILIZATION OF FEDERAL HOUSING SUBSIDIES

The Housing Authority of the County of Los Angeles and other participating housing authorities provided **\$2,922,133 in incentives** to landlords to help secure **1,223 units** for housing voucher recipients.

**2,789**

**INDIVIDUALS RECEIVED  
INTERIM HOUSING  
AFTER EXITING  
INSTITUTIONS**

## B7: INTERIM/BRIDGE HOUSING FOR THOSE EXITING INSTITUTIONS

**2,789 individuals** discharged from institutions were provided interim housing in the first nine months of FY 2018-19.

## 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 **4,361 new disabled individuals** to begin pursuing applications for SSI and Veterans Disability Benefits.

**4,361**

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

\*All highlights feature the first three quarters of FY 2018-19 unless noted otherwise.



# HOMELESS INITIATIVE IMPLEMENTATION

# 1,060

INMATES RECEIVED  
JAIL IN-REACH  
SERVICES THROUGH D2

## D2: EXPANSION OF JAIL IN-REACH

**1,060 inmates** received D2 Jail In-Reach services.

# 2,934

INDIVIDUALS LINKED TO  
NEW ICMS SLOTS  
THROUGH D7

## D6: CRIMINAL RECORD CLEARING PROJECT

The Public Defender (PD) held **107 record clearing events** throughout the County. The PD engaged **751 clients** and filed **644 petitions** for dismissal or reduction. **396 petitions** filed by the PD (including some filed last FY) have been granted since July 2018.

# 1,599

INDIVIDUALS PLACED IN  
PERMANENT HOUSING  
THROUGH D7

## D7: PROVIDE SERVICES AND RENTAL SUBSIDIES FOR PERMANENT SUPPORTIVE HOUSING

In the first nine months of FY 2018-19, **2,934 clients** were linked to new D7 Intensive Case Management Services (ICMS) slots, **1,725 clients** received federal rental subsidies, **1,117 clients** received local rental subsidies, and **1,599 clients** were placed in D7 permanent housing.

\*All highlights feature the first three quarters of FY 2018-19 unless noted otherwise.



# HOMELESS INITIATIVE IMPLEMENTATION

## E4: FIRST RESPONDERS TRAINING

**492** Los Angeles Sherriff's Department (LASD) deputies and sergeants, **15** non-LASD law enforcement personnel, and **275** non-law enforcement first responders were trained using the LASD first responder training.

## E6: COUNTYWIDE OUTREACH SYSTEM

**7,232** individuals were **newly engaged** by Countywide Outreach Teams and a total of **11,776 individuals** were engaged by Countywide Outreach Teams (including some who had also been engaged in previous reporting periods). Teams connected **7,876 individuals** to services, placed **1,184 individuals** into interim housing, and linked **735 individuals** to a permanent housing program.

## E8: ENHANCE THE EMERGENCY SHELTER SYSTEM

**14,928 individuals** entered crisis, bridge, and interim housing funded in whole or in part by Measure H, and **2,965 individuals** exited interim housing to permanent housing.

## E14: ENHANCED SERVICES FOR TRANSITION AGE YOUTH

**2,461** youth were assessed using the Next Step Tool.

\*All highlights feature the first three quarters of FY 2018-19 unless noted otherwise.

# 14,928

**INDIVIDUALS ENTERED CRISIS,  
BRIDGE, AND INTERIM HOUSING  
THROUGH THE EMERGENCY  
SHELTER SYSTEM**

# 2,461

**YOUTH ASSESSED USING  
THE NEXT STEP TOOL**



# SUCCESS STORIES

## SOBER-LIVING HOME PROVIDES A FRESH START

After falling on some troubled times, Gerardo R. came to **Chrysalis** eager to **return to the workforce**. Balancing a job search while also **receiving treatment in a sober-living home** proved challenging. His Employment Specialist referred him to Chrysalis Works, a social enterprise that offers clients **transitional employment** providing street maintenance and trash removal throughout the community. He **enrolled in LA:RISE** and was matched with the West Los Angeles America's Job Centers of California

With support from his case manager, Gerardo gained **access to supportive services** while continuing to receive **guidance on his job search**. Thanks to this **wraparound approach**, Gerardo landed a dishwashing job. However, a few months later, he decided to pursue a more rewarding career path and **enrolled to study alcohol and drug counseling**. Today, Gerardo is in school, eight months sober, and **recently reunited with his daughter**.

STRATEGY C2/C7: INCREASE EMPLOYMENT OPPORTUNITIES FOR HOMELESS ADULTS BY SUPPORTING SOCIAL ENTERPRISES & SUBSIDIZED EMPLOYMENT FOR HOMELESS ADULTS



*"I came from the treatment center, I came from being in the street and having nothing going for myself, until coming here. The classes are awesome, the people are great. Just remember if you really want it, you'll get it. Keep doing what you're doing. Put hard work into job searching, getting to your interviews, and keeping your head up. Just focus on hard work and try your best, you can do it."*



# SUCCESS STORIES

## IN HER OWN WORDS: CANDI ON RECOVERY

I always thought I had my life under control until I didn't. After the **death** of my father, my **lifelong struggle with depression became harder** to mask and I began **medicating myself** with alcohol. What started as a daily drink soon turned into daily drinks and my daily routines, lifestyle, **responsibilities and behaviors became unmanageable**. Family, friends and myself took a backseat to the bottle. My good **friends** could see that I was struggling and **offered to get me help**. In June 2018, I stepped foot into the Alcoholism Center for Women in Los Angeles, and had no idea how **treatment would change my future**. My wonderful counselors taught me how to strengthen the solid foundation I had grown up with.

After graduating from their **intense in-patient program**, I transitioned to Fred Brown Recovery Services in San Pedro and their **Recovery Bridge Housing Program**. Their staff, counselors and addicts who were on the same journey of sobriety **welcomed me**. The **housing and accommodations** were **well maintained** and I began the next phase of my journey surrounded by an open-minded and knowledgeable group of people that **helped me navigate my ongoing treatment** and **understand** my mental health issues and the disease of alcoholism. Fred Brown helped me **regain my sense of self** and see the beauty in living a sober life. I am so thankful to those that support and help me to continue to live my best possible life.

STRATEGY B7: INTERIM/BRIDGE HOUSING FOR THOSE EXITING INSTITUTIONS

## FROM RECUPERATIVE CARE TO STABILITY

Harold F. (age 47) dealt with **several chronic health issues** causing severe physical disabilities, challenges that led him to **lose his job** as a live-in caregiver in a group home. **He became homeless**. Harold didn't have any family with whom to stay, but his previous employer temporarily offered him an old shack to stay in. Feeling he was a burden, Harold moved **into an old car** in the streets of Carson. Without proper shelter and care, Harold was again **admitted to the hospital** with significant health issues.

Thanks to **coordination** between **Kaiser Permanente** South Bay Medical Center and **Harbor Interfaith Services**, Harold was referred for homeless services. His care team placed Harold into a **temporary recuperative care center** and then Illumination Foundation Recuperative Care, where he was surrounded with **wrap-around services**. Through the continued work of Harbor Interfaith and HACLA, Harold was **approved for an apartment** and is currently waiting to move in to his own home. Harold was able to **obtain SSI benefits** and continues to work on stabilizing his health and meeting his case management goals towards **transitioning into independent living**.

STRATEGY D7: PERMANENT SUPPORTIVE HOUSING



# SUCCESS STORIES



## FOSTER CARE ALUMNA ON THE ADVANCED EDUCATION PATH

After **aging out of foster care**, Erika M. (age 25) had **limited resources, family or social supports**. Pathways **Housing program** provided a window of hope for Erika to evade the devastation of homelessness, especially as a transition age youth. She had already begun to make amazing strides towards both her professional and academic career.

Erika maintains an ambitious schedule as a **full-time MSW student** at Cal State LA and a **full-time Caseworker at Children's Law Center LA**, while she makes strides towards her own well-being. She also shares information on community resources for foster care with her fellow residents and staff.

Pathways provided a **foundation** for Erika to continue her journey by providing stable housing in one of their apartments in East Los Angeles, which is the foundation for her to pursue her education and employment opportunities.

STRATEGY E14 – ENHANCED SERVICES FOR TRANSITION AGE YOUTH

*“Living in Pathways housing has provided me with the housing stability I need to continue to pursue and pay for my own education.”*



# SUCCESS STORIES

## ELLA AND GRANDDAUGHTERS FORGE A BLESSED FUTURE

Ella is a 67-year old **grandmother** who has **two granddaughters** under her full custody because they were removed from their mother's home due to substance issues. She **struggled to pay the rent** and was evicted, which led to them **living in their car** and the streets. The family was in need of housing, mental health services, budget planning, assistance with disability benefits and overall guidance.

The Whole Child assisted Ella with a **budget plan**, enrolled the family into the Shelter Plus Care program for **rental assistance** and connected them with other **supportive services**, including mental health treatment for Ella, which has had a **positive impact** on the family. They have remained **successfully housed** and every member of the family continues to **attend therapy**.

*"The staff at The Whole Child has made me feel safe and has been patient when explaining the process of receiving housing and mental health services. With this support, the goals my granddaughters and I have achieved are how to work as a family unit and the best ways to support one another in the moments we need it most."*

STRATEGY D7: PERMANENT SUPPORTIVE HOUSING

*"Housing has impacted me with the blessing of a beautiful home."*

*Mental health helped me and my granddaughters make positive changes to unite our family.*

*I feel better prepared to take care of us all.*

*Imagine Whittier has made us all excited with the future because our mentors are encouraging us to be a better version of ourselves."*

*- Ms. Ella*



# SUCCESS STORIES

## CLAUDIA FINDS RENEWED HOPE

Claudia B (age 27) **lived in a vehicle** for more than a year with **her two sons** due to a breakdown of her family support system. She was a walk-in to St. Joseph Center in December 2017 and assigned a case manager.

Thanks to St. Joseph, Claudia obtained multiple **motel vouchers** and a host of support, including a **housing choice voucher, job leads, gift cards, groceries, beds, bus tokens, etc.** These essential resources gave Claudia a deeper sense of self-worth and hopefulness, and a **renewed trust** in relationships that would help her create a safe environment and stick to her housing stability plan.

Recently, Claudia showed her case manager a video of her son walking into their **new home**, with joy and excitement and tears in her eyes. Since being housed, Claudia has **found a job and has both children in school.**

*“St. Joseph Center provided me with one of the best case workers ever, Donovan. He has stuck by me through everything and he made sure I had a place to stay when I was sleeping in my car with my two boys. There was a moment when I wanted to give up but Donovan and his team reassured me that there would be better days and to just keep the faith. And I must say, if I didn’t walk into the St. Joseph office, I wouldn’t be the person I have grown into today and I thank everybody.”*



STRATEGY B3 – EXPAND RAPID REHOUSING

# SUCCESS STORIES

## STEPHANIE GETS SUPPORT AND VITAL CARE

Stephanie B. is a 54-year old female who has been **chronically homeless for more than five years**. She was diagnosed with multiple physical health disabilities and is **wheelchair-bound**. Due to the severity of her health conditions, she was **frequently hospitalized** and faced many day-to-day challenges. She is not in regular contact with her family members but has a partner who greatly supports her.

Stephanie was going back and forth between **sleeping on the street** and staying at the Union Station **Homeless Shelter**.

Although she was **receiving General Relief and Food Stamps**, she was not receiving stable income. She received assistance **applying for SSI benefits** and was approved – she is now living in an **assisted living facility** and obtains the care she needs.

Stephanie expressed how **grateful** she was to have someone **help her apply** for federal benefits and housing and **give her their support**, she now knows that there are agencies and programs out there that assist people in her situation.

STRATEGY C4 – ESTABLISH A COUNTYWIDE SSI  
ADVOCACY PROGRAM FOR PEOPLE EXPERIENCING HOMELESSNESS  
OR AT RISK HOMELESSNESS

## PROJECT 180 GIVES JOE A FRESH START

Joe T. (age 59) has been **homeless for over seven years** and has been **incarcerated several times** – most recently for a probation violation - causing him to live in cars, shelters and on the streets. It has been **difficult** for him to **keep and make supportive relations** throughout his transitions and doesn't have any support from friends or family.

In March, Joe was assessed through the **client-centered care plan** at Men's Central Jail. He was assigned to a **Project 180** case manager to work with upon his release, who assisted Joe obtain clothing, shoes and a bus pass. The case manager assisted Joe obtain his Social Security Card, California identification, and birth certificate, as well as help him enroll into Narcotics Anonymous, Alcoholics Anonymous, and Mental Health Services.

He has been **housed at the Midnight Mission**, where he is **employed** as a janitor, and is working with his case manager on an **application for rapid re-housing**. Joe expressed gratitude for Project 180 for their support and assistance.

***“I no longer worry about meals and sleeping on the streets. The Project 180 program saved my life. I never knew there were so many nice people in the world that want to help.”***

STRATEGY D2 – EXPANDING JAIL IN REACH



# PUBLIC ACCOUNTABILITY

## PERFORMANCE DATA

The following exhibits provide cumulative **performance data** for July 2018 through April 2019, including the **first three quarters of Fiscal Year 2018-19**:

- ❑ **EXHIBIT III** – Homeless Initiative Performance Data by Strategy, which demonstrate the significant progress most strategies have made since the last quarterly report (includes FY 2017-18 data).
- ❑ **EXHIBIT IV** – Performance 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/> (data for the second quarter FY 2018-19 will be included in the dashboards in May 2019).
- ❑ A **data visualization** page highlighting key measures can be found at <https://data.lacounty.gov/stories/s/7txx-jbvi> (updates to the data will be available in May 2019).



# PUBLIC ACCOUNTABILITY

## FISCAL YEAR (FY) 2019-20 MEASURE H FUNDING PROCESS

In September 2018, the Board of Supervisors directed the County's Homeless Initiative (HI) to **launch a process** to develop FY 2019-20 Measure H funding recommendations, including **proposed changes to tentatively approved budget allocations**. The process launched in October 2018 and included **multiple opportunities to both inform and solicit input** from stakeholders, including:

- An informational webinar;
- Service Provider Conference; and
- Community listening sessions, one in each Service Planning Areas (SPAs).

The **input** from the Service Provider Conference and Community Listening Sessions **helped inform** the FY 2019-20 draft funding recommendations that were released in March 2019. Following release, the HI:

- Hosted a webinar to walk through the draft recommendations;
- Provided a **written public comment period**;
- Hosted a **Public Meeting** where verbal comments were accepted.

**Nearly 300 public comments** were received and considered. A response to each public comment can be found at: <http://homeless.lacounty.gov/wp-content/pdf/ResponsesToPublicComments.pdf>

The **final recommendations** were approved by the **Board of Supervisors** on **May 14, 2019**.



# PUBLIC ACCOUNTABILITY

## MEASURE H CONTRACT DIRECTORY

The FY 2018-19 Measure H-funded contract directory **includes all Measure H-funded contracts**, categorized **by Homeless Initiative Strategy** and **by Service Planning Area**, where applicable.

The directory can be found online at <http://homeless.lacounty.gov/measure-h-funded-contracts/>.



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

**FY 2018-19**  
**Measure H Funded Contracts by SPA**

Measure H funds 21 Homeless Initiative (HI) strategies; wherever reasonable, the funding is allocated regionally to each Service Planning Area (SPA). For strategies where funding is allocated by SPA, in FY 2018-19, the allocation was determined based on each SPA's percentage of the 2017 and 2018 homeless count.

Measure H funds for each strategy are administered by one or more lead County agencies (such as LAHSA or the Department of Health Services), who in turn generally contract with community-based organizations and government entities to provide services/rental subsidies, as identified in the following chart. The chart does not include information about any subcontractors providing services under these contract agreements. The funding breakdown in the attached document is for FY 2018-19, and only reflects funding contracted to community-based organizations and government entities, not the total amount allocated for each strategy.

Additionally, funding for the following strategies is utilized countywide, but is not allocated by SPA: (funding amounts are for FY 2018-19)

- Strategy C2/C7 – Increase Employment for Homeless Adults by Supporting Social Enterprise / Subsidized Employment for Homeless Adults - \$6,436,000
- Strategy D7 – Provide Services and Rental Subsidies for Permanent Supportive Housing - \$49,300,000

The list of C2, C7 and D7 contractors is included at the end of the attached chart, along with other contracts that support services in multiple SPAs.

If you have any questions or comments, please contact the Homeless Initiative, [homelessinitiative@lacounty.gov](mailto:homelessinitiative@lacounty.gov).



# OTHER KEY ACTIVITIES

## CITY HOMELESSNESS PLAN IMPLEMENTATION GRANTS

**\$3.8 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: Housing (Priority Area 1) and Services (Priority Area 2).

**Priority Area 1:**  
**To increase the supply of supportive and interim housing** for people experiencing homelessness.

**Priority Area 2:**  
**To enhance the effectiveness of County service systems** for those experiencing and/or at-risk of homelessness

- ❑ **37 applications were received from 31 cities, representing all five Supervisorial Districts.**
- ❑ **Cities whose applications were not fully approved were invited to submit revised proposals by May 31, 2019.**

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

### Funded Activities Include, but are not limited to:

- Land use and housing ordinances
- 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



# OTHER KEY ACTIVITIES

## RESPONSES TO BOARD MOTIONS

**From February 16 to May 15, 2019**, the Chief Executive Office (CEO) responded to **eight Board Motions** related to homelessness. Exhibit VI provides summaries of the following reports:



# OTHER KEY ACTIVITIES

Brooks + Scarpa (below): Prefab modular kit-of-parts that can be assembled on any 50x150 parcel



## THE HOUSING INNOVATION CHALLENGE (HIC)

The **Housing Innovation Challenge (HIC)** called for proposals for **creative** and **scalable** permanent housing solutions for those experiencing homelessness in LA County. Proposals were submitted by a wide range of applicants, from architects and designers to developers and academics. Out of 53 total submissions, the top **five were selected for funding**: four at the \$1 million level and one at the \$500,000 level. The winners were announced at a press conference on February 1, 2019. Information about the Challenge and the winners has been compiled in the **Housing Innovation Challenge Summary Report** (Exhibit VII). Additional details are available at: <http://www.housinginnovationchallenge.com/>



Flyaway Homes (above): Prefab modular communities financed by social impact equity



Restore Neighborhoods LA (above): Accessible units built by-right in a classic bungalow courtyard style

LifeArk: Modular kit-of-parts building system that can produce an infinite array of configurations



United Dwelling (above): Beautifully designed garage-converted accessory dwelling units



# OTHER KEY ACTIVITIES

## 3<sup>rd</sup> ANNUAL HOMELESS INITIATIVE CONFERENCE

On February 7, 2019, the **HI hosted** the third annual Homeless Initiative Conference entitled **Transformative Power of Community: Changing Lives.**

**Over 800 stakeholders** attended, including elected officials, County Departments/agencies, cities, homeless service providers, business sector, faith-based organizations, academia, foundations, formerly homeless residents and community coalitions, **to reflect on our collective achievements**, and discuss **successes, innovation, challenges** and **solutions** associated with the implementation of Measure H. Additionally, the conference provided the opportunity to **strategize for the future**, and reinforced the need to **continue** the **coordinated regional approach** to delivering vital services, housing, and other programs to prevent and combat homelessness.

The Conference also included a panel discussion on **racial equity**, and breakout sessions focused on **current and emerging issues.**



# OTHER KEY ACTIVITIES

## INTERIM HOUSING SHELTER STANDARDS

Since the Board of Supervisors' approval of an **ordinance to establish a new public health permit and licensing requirement**, DPH-Division of Environmental Health has completed the first round of routine inspections of all interim housing sites.

The Los Angeles Homeless Services Authority (LAHSA) and the Health Agency have begun implementation of **common facility shelter standards**. In May, a **letter will be sent** to all interim housing providers funded by LAHSA and the Health Agency providing details about these standards, which include requirements to submit a **Quality Assurance Plan** and **Policies and Procedures for Grievances and Terminations**.



# 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:

PERFORMANCE DATA FOR FIVE KEY STRATEGIES BY SERVICE PLANNING AREA (SPA)

## EXHIBIT V:

DEMOGRAPHIC ENROLLMENT/SERVICE DATA FOR SELECT HOMELESS INITIATIVE STRATEGIES

## EXHIBIT VI:

BOARD MOTION RESPONSE SUMMARIES

## EXHIBIT VII:

HOUSING INNOVATION CHALLENGE SUMMARY REPORT



# Approved County Strategies to Combat Homelessness Implementation Status At-A-Glance May 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
	E6 – Countywide Outreach System (H)	E14 – Enhanced Services for Transition Age Youth (H)
	E7 – Strengthen the Coordinated Entry System (H)	E15 – Homeless Voter Registration and Access to Vital Records
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E8 – Enhance the Emergency Shelter System (H)	E16 – Affordable Care Act Opportunities
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	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	
E4 – First Responders Training	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

### 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)

### C. Increase Income

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise (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)
- C7- Subsidized Employment for Adults (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)

(H) – Strategies eligible to receive Measure H Funding

### 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. 13 – As of April 16, 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
<b>PREVENT HOMELESSNESS</b>		
<p><b>A1: Homeless Prevention Program for Families (H)</b></p> <p><u>Actual Implementation Dates:</u> Phase 1: May 2016 Phase 2: November 2016</p> <p><b>Legal Services for Families at Risk of Homelessness:</b> March 2018</p>	<ul style="list-style-type: none"> <li>LAHSA began the process of transitioning the name of “diversion” to “problem-solving” based on stakeholder feedback.</li> <li>In February 2019, LAHSA provided a general overview training of Prevention and Problem-Solving Intervention services to the Department of Public Social Services (DPSS) Glendale office and LA Family Housing (LAFH), the Service Planning Area (SPA) 2 Prevention and Problem-Solving Intervention provider. LAFH staff will be co-located at two DPSS sites in SPA 2 to assist with problem solving interventions for DPSS program participants.</li> <li>LAHSA, in collaboration with Inner City Law Center, hosted a legal services feedback session in March 2019. Prevention and Problem-Solving and Legal Services providers had the opportunity to discuss and highlight successes and areas of improvement needed in the program.</li> <li>In March 2019, LAHSA hosted a Problem-Solving Intervention training provided by Front Line Services. This was a 2-day training (50 attendees), and 3-day train-the-trainer session (20 attendees). Attendees included LAHSA- funded program providers, various county departments, and other community partners.</li> <li>LAHSA continues to plan the Strategy B3 Shallow Subsidy roll-out which will provide 20 percent of slots to older adults (62+) enrolled in the Prevention Strategies (A1 and A5).</li> <li>LAHSA staff presented the Los Angeles Continuum of Care’s (CoC) Prevention Targeting Tools in Sacramento to Adult Protective Services (APS) staff from around</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA will continue to work with Housing and Urban Development (HUD) Technical Assistance (TA) on a problem-solving conversation guide.</li> <li>LAHSA is working towards creating more efficient methods for tracking problem-solving interventions in the Homeless Management Information System (HMIS) and gathering relevant County-requested data.</li> <li>LASHA will continue to work and collaborate with legal service providers to provide training.</li> <li>LAHSA plans to implement learning communities with providers to strengthen guidance and support.</li> </ul>

	<p>the state at the Home Safe Learning Forum in preparation for the APS Home Safe pilot program that is scheduled to launch in July 2019.</p>	
<p><b>A2: Discharge Planning Guidelines</b></p> <p><u>Actual Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> <li>The Discharge Planning Guidelines, released in June of 2017, continue to be available for use by institutions across the County.</li> </ul>	<p>The A2 Leadership Team is reviewing feedback on the discharge guidelines from the Los Angeles Network for Advanced Services and will incorporate any appropriate revisions.</p>
<p><b>A3: Housing Authority Family Reunification Program</b></p> <p><u>Actual Implementation Date:</u> March 2016</p>	<ul style="list-style-type: none"> <li>LASD continues to make referrals from in-custody population prior to release.</li> <li>Probation continues screening for homeless individuals who fit the criteria for participation.</li> <li>LASD made four program referrals this quarter.</li> <li>Probation screened 923 clients for program eligibility during this reporting period.</li> </ul>	<p>Lead agencies will continue to extend outreach efforts to identify supervised persons who can qualify for and benefit from the program.</p>
<p><b>A4: Discharges from Foster Care and Juvenile Probation</b></p> <p><u>Actual Implementation Date:</u> Phase 1: January 2018</p> <p>Phase 2: August 2018</p>	<p><b>DCFS</b></p> <ul style="list-style-type: none"> <li>A refresher training on the Six-Month Transition Plan was provided to DCFS Regional Administrators and Division Chiefs.</li> <li>A request was submitted for development of an automated alert notification that will remind social workers when a Six-Month Transition Plan for youth in their caseload is due.</li> <li>The Foster Care Exit Survey was mailed to roughly 150 youth who exited foster care between January and March 2019. DCFS is currently working on increasing the response rate for the survey and information on the survey responses is forthcoming.</li> <li>DCFS completed its sampling of 30 Six-Month Transition Plans and Transitional Independent Living Plans (TILPs). Results indicated that roughly 85 percent of TILPs were completed by the Social Worker staff, but only 15 percent of the Six-Month Transition Plans were completed. A corrective action plan has been developed to address the low number of Six-Month Transition Plans completed.</li> </ul> <p><b>PROBATION</b></p> <ul style="list-style-type: none"> <li>Manual Policy on Six-Month Transition Plan was finalized in February 2019.</li> <li>Probation is identifying at least one additional Deputy Probation Officer to serve as a housing services coordinator and at least one Program Analyst to provide supportive services and to collect and analyze data related to Transition Age Youth (TAY) housing.</li> </ul>	<p><b>DCFS</b></p> <ul style="list-style-type: none"> <li>DCFS will continue to provide quality assurance oversight by ensuring that all Six-Month Transition Plans that were sampled from January through March 2019 are completed, and social workers reminded of Departmental policy. Incomplete TILPs will be completed, as well. Additionally, DCFS will conduct another refresher training to staff to ensure that the Six-Month Transition Plans are completed for youth preparing to exit foster care.</li> <li>DCFS will collect and report the data received from the Foster Care Exit questionnaire, which was mailed to youth who exited foster care in the months of January, February and March 2019.</li> <li>DCFS has identified funding to increase the Transitional Housing</li> </ul>

		<p>Placement Program for Non-Minor Dependent (THPP-NMD) housing program by 33 percent for the Fiscal Year (FY) 2019-20. This will enable the THPP-NMD program to increase its bed capacity by 176 beds. Additional funding has also been identified for the Transitional Housing Placement (THP)-Plus program for FY 2019-20 and will create a surplus of 41 more housing beds for TAY. Both the THPP-NMD and the THP-Plus program serve DCFS and Probation TAY. This funding increase will provide more housing resources for TAY while still in foster care as well for those who have exited.</p> <p><b>PROBATION</b></p> <ul style="list-style-type: none"> <li>• Probation is continuing to monitor implementation of the Six-Month Discharge and Exit Plan policy enacted in February 2019.</li> <li>• Probation will begin sampling cases of youth who were discharged from January through March 2019. These case reviews will identify strengths and weaknesses of the enhanced discharge planning process.</li> <li>• Reinforcement of the Six-Month Discharge and Exit Policy will include review of sampled cases as well as a review of all data, which will be used as a basis for comparison in future reviews.</li> </ul>
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		<ul style="list-style-type: none"> <li>• Probation will continue to explore additional staffing and housing capacity to support Probation-connected youth who are experiencing housing insecurity and may be at-risk for homelessness.</li> </ul>
<p><b>A5: Homeless Prevention Program for Individuals (H)</b></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"> <li>• LAHSA began the process of transitioning the name of “diversion” to “problem-solving” based on feedback about the name.</li> <li>• In February 2019, LAHSA provided a general overview training of Prevention and Problem-Solving Intervention services to the DPSS Glendale office and LAFH, the SPA 2 Prevention and Problem-Solving Intervention provider. LAFH staff will be co-located at two DPSS sites in SPA 2 to assist with problem solving interventions for DPSS program participants.</li> <li>• LAHSA, in collaboration with Inner City Law Center, hosted a legal services feedback session in March 2019. Prevention and Problem-Solving and Legal Services providers had the opportunity to discuss and highlight successes and areas of improvement needed in the program.</li> <li>• In March 2019, LAHSA hosted a Problem-Solving Intervention training provided by Front Line Services. This was a 2-day training (50 attendees), and 3-day train-the-trainer session (20 attendees). Attendees included LAHSA funded program providers, various county departments, and other community partners.</li> <li>• LAHSA continues to plan the Strategy B3 Shallow Subsidy roll-out which will provide 20 percent of slots to older adults (62+) enrolled in the Prevention Strategies (A1 and A5).</li> <li>• LAHSA staff presented the Los Angeles CoC’s Prevention Targeting Tools in Sacramento to APS at the Home Safe Learning Forum in preparation for the APS Home Safe pilot program that is scheduled to launch in July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• LAHSA will continue to work with HUD TA on a problem-solving conversation guide.</li> <li>• LAHSA is working towards creating more efficient methods for tracking problem-solving interventions in HMIS and gathering relevant County-requested data.</li> <li>• LASHA will continue to work and collaborate with legal service providers to provide training.</li> <li>• LAHSA plans to implement learning communities with providers to strengthen guidance and support.</li> </ul>
<p><b>SUBSIDIZED HOUSING</b></p>		
<p><b>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplement Security Income (SSI) (H)</b></p>	<ul style="list-style-type: none"> <li>• DPSS resumed approvals for Strategy B1-funded subsidies effective February 1, 2019.</li> <li>• DPSS has partnered with DHS to assist participants with housing location services through the Homeless Disability Assistance Program (HDAP).</li> <li>• DPSS has continued discussions with LAHSA to secure access to HMIS for identified users to serve homeless participants more effectively and to better connect participants to homeless services and the broader homeless services system.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalizing access to HMIS and ensure users have completed training.</li> <li>• Begin Case Management training for General Relief Housing staff, in April 2019.</li> </ul>

<p><b>Actual Implementation Dates:</b> Phase 1: June 2016 Phase 2: October 2016</p>		
<p><b>B2: Expand Interim Assistance Reimbursement (IAR) to additional County Departments and LAHSA</b></p> <p><b>Implementation Dates:</b> Phase 1: Actual- January 2019 Phase 2: Target- July 2019 Phase 3: Target – September 2019</p>	<ul style="list-style-type: none"> <li>Continued monitoring of Phase 1 implementation which allows for DPSS to process Interim 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.</li> <li>To facilitate claiming, DHS and DPSS are currently aligning billing cycles for costs incurred for the HDAP.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
<p><b>B3: Partner with Cities to Expand Rapid Re-Housing (H)</b></p> <p><b>Actual Implementation Dates:</b> <b>Housing and Jobs Collaborative (HJC):</b> January 2016</p> <p><b>LAHSA’s Family and Youth Rapid Re-Housing:</b> September 2016</p> <p><b>LAHSA’s Single Adult Rapid Re-Housing:</b> July 2017</p>	<ul style="list-style-type: none"> <li>1/2019: LAHSA hosted Home 2 Work pilot “meet and greet” with Rapid Re-Housing (RRH) providers in SPAs 1, 3, and 7 and their corresponding America’s Job Centers of California (AJCCs). Meeting was to initiate partnership building, increase referrals from RRH participants to the AJCCs, and to facilitate access to employment for RRH participants.</li> <li>1/2019: Salvation Army was awarded the Shallow Subsidy contract and Cloudburst was awarded the Shallow Subsidy Evaluation contract.</li> <li>2/2019: LAHSA hosted a feedback session with RRH providers to assist with development of minimum practice standards (operations and services standards) for Los Angeles County RRH programs. LAHSA also posted a draft of RRH minimum practice standards for public comment.</li> <li>3/2019: LAHSA, along with Inner City Law Center, hosted a Legal Services feedback session for Legal Services contractors, as well as for Rapid Rehousing, and Prevention and Diversion providers.</li> <li>3/2019: LAHSA hosted a two-day RRH boot camp for providers’ new hires with support from the HUD TA assistance provider.</li> <li>3/2019: DHS held initial discussions with the Housing and HJC contractors on the plan outlined in the Draft 2019-20 Measure H funding recommendations to phase out the program and move funding for RRH to be entirely under LAHSA’s jurisdiction. New enrollments for HJC will discontinue immediately.</li> <li>3/2019: LAHSA began reaching out to RRH providers to discuss logistics of Shallow Subsidy program implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of Shallow Subsidy Implementation which is scheduled to begin in April 2019.</li> <li>Coordinate Entry System (CES) Policy Council will vote on the RRH Minimum Practice Standards.</li> </ul>

	<ul style="list-style-type: none"> <li>• 3/2019: LAHSA began weekly calls with Salvation Army around program launch and logistics.</li> <li>• 3/2019: LAHSA presented RRH minimum practice standards to CES Policy Council for feedback.</li> </ul>	
<p><b>B4: Facilitate Utilization of Federal Housing Subsidies (H)</b></p> <p><u>Actual Implementation Date:</u> May 2016</p>	<p><b>Housing Authority of the County of Los Angeles (HACoLA)</b></p> <ul style="list-style-type: none"> <li>• Attended 21 meetings and community events during this reporting period, including Homeless Connect Days, Landlord Workshops, Landlord Engagement Team meetings, Landlord Breakfast Meetings in SPA 6, PATH Landlord Outreach Event, South Bay Cities Council of Government General Assembly, Apartment Association of California Southern Cities Membership Meeting, Homeless Initiative Conference, and the 27<sup>th</sup> Annual Empowerment Congress Summit. Attendance at these events allowed for successful marketing and education on HACoLA's incentive programs.</li> </ul> <p><b>Housing Authority of the City of Los Angeles (HACLA)</b></p> <ul style="list-style-type: none"> <li>• On January 10, 2019, HACLA's Homeless Incentive Program (HIP) team conducted training for 15 SSG HOPICS staff members on HIP's incentives and program logistics.</li> <li>• On February 28, 2019, HACLA's HIP participated in a landlord workshop informational session at the Watts Labor Community Action Committee Landlord Breakfast.</li> <li>• On March 12, 2019, HACLA hosted a booth at the Pasadena Convention Center for the Income Property Expo.</li> <li>• On March 28, 2019, HACLA's HIP participated in a landlord workshop informational session at the WLCAC Landlord Breakfast.</li> </ul> <p><b>Housing Authority of the City of Long Beach (HACLB)</b></p> <ul style="list-style-type: none"> <li>• The City of Long Beach implemented a financial software that will facilitate faster payments and more efficient tracking. Additionally, the HACLB conducted three Ownership Orientations, training new property owners on HIP.</li> </ul> <p><b>Burbank Housing Authority (BHA)</b></p> <ul style="list-style-type: none"> <li>• On January 1, 2019, the BHA implemented the practice of using a reasonable rent payment vs. the Fair Market Rent due to participants in the permanent supportive housing (PSH) Program having difficulty finding a rental unit. This practice resulted in an immediate success where five households were able to contract a unit during quarter 3 of FY18-19.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>HACoLA:</b> HACoLA will continue to reach out and schedule additional HouseLA events with Supervisor Solis, Supervisor Ridley-Thomas, and Supervisor Barger, along with other local public housing authorities receiving Measure H funding. HACoLA plans to continue expanding its marketing and outreach efforts to recruit new property owners/managers to participate in its incentive program. The following marketing strategies took place this quarter and will continue:             <ul style="list-style-type: none"> <li>○ Advertising with Apartment Magazine</li> <li>○ Advertising with El Aviso Magazine</li> <li>○ Guest DJ at La Mera Mera Radio Station</li> </ul>             Other marketing options continue to be explored to further inform potential property owners/managers about HACoLA's incentive programs.           </li> <li>• <b>HACLA:</b> HACLA will assist 300 individuals/families with move-in costs to reach its goal of assisting 1200 individuals/families for FY 2018-19. HACLA will also continue to facilitate connections of</li> </ul>

	<p><b>Norwalk Housing Authority (NHA)</b></p> <ul style="list-style-type: none"> <li>In January 2019, the NHA conducted training for Kingdom Causes Bellflower and Housing Authority staff on the homeless voucher process in preparation for public notification of their waiting list opening in February 2019 for homeless referrals. In February, the Housing Authority also met with homeless service providers to establish a list of referrals. As of March 21, 2019, five homeless referrals were identified and are in the eligibility process.</li> </ul> <p><b>Redondo Beach Housing Authority (RBHA)</b></p> <ul style="list-style-type: none"> <li>The RBHA participated in the landlord event, "Lease-up", hosted in the City of Redondo Beach. This meeting was designed to attract and educate landlords on the various housing programs in Los Angeles County.</li> </ul>	<p>HACLA's voucher holders to HIP's available units.</p> <ul style="list-style-type: none"> <li><b>HACLB:</b> The Housing Authority implemented a new Owner Outreach procedure by alternating monthly orientations with speaker/topic presentations. Speaker presentations garner a higher number of attendees who will be exposed to HIP information. The Housing Authority also highlighted property owners participating in HIP in their newsletter.</li> <li><b>BHA:</b> City of Burbank staff will continue to promote the Landlord Incentive Program at an upcoming Landlord Rights Training Event in May of 2019. The Burbank Housing Authority will be pulling names off the Section 8 waiting list in Q4. The Housing Authority utilizes a homeless preference, which may allow the use of the Landlord Incentives with a Section 8 Housing Choice Vouchers (HCV).</li> <li><b>NHA:</b> NHA is anticipating that seven HCVs will be issued in April and May to meet their voucher commitment. Additionally, a Property Management Workshop about HIP is scheduled for June 6, 2019.</li> </ul>
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<p><b>B5: Expand General Relief Housing Subsidies</b></p> <p><u>Actual Implementation Date:</u> December 2017</p>	<ul style="list-style-type: none"> <li>Beginning May 2019, DPSS will be testing a new program model for General Relief Housing Subsidies for General Relief participants. The new model will mirror the RRH provided countywide and will include support services.</li> <li>DPSS is in the process of joining DHS' Flexible Housing Subsidy Pool (FHSP) and entering into an MOU with DHS and Brilliant Corners to administer the RRH subsidy payments and other housing supports for GR clients receiving a Strategy B5 subsidy.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize the MOU with DHS/Brilliant Corners.</li> </ul>
<p><b>B6: Family Reunification Housing Subsidy (H)</b></p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>DCFS has secured access to HMIS for identified staff to serve homeless families more effectively and to better connect families to homeless services.</li> <li>Continued monthly Strategy B6 and Bringing Families Home (BFH) collaborative meetings at Children's Court that include all contracted housing agency managers, CDC, 211, LAHSA, DPSS, and Court Liaison.</li> <li>Continued 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.</li> <li>DCFS formed a 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.</li> <li>DCFS formed a committee with DPSS staff to streamline housing services for mutual homeless DCFS and DPSS families.</li> <li>DCFS participates in ongoing monthly conference calls hosted by the California Department of Social Services (CDSS) for the BFH program.</li> <li>In January 2019, DCFS entered into a Memorandum of Understanding (MOU) with LASHA, DHS, and HACLA, and implemented the Family Unification Program (FUP), to provide homeless DCFS families, and TAY, with HACLA section 8 vouchers and ongoing case management services to assist families and youth with securing and maintaining permanent housing.</li> </ul>	<ul style="list-style-type: none"> <li>In July 2019, DCFS will enter into an additional MOU with LAHSA, DHS, and HACoLA, and implement the FUP, to provide homeless DCFS families, and TAY, with HACoLA Section 8 vouchers and ongoing case management services to assist families and youth with securing and maintaining permanent housing.</li> <li>DCFS will continue to provide ongoing training to staff on Strategy B6 referral process and procedures.</li> <li>DCFS will continue collaboration with LAHSA to conduct quarterly data matches of mutual clients.</li> <li>Commencing July 2019, families housed will receive up to 18 months of rental subsidy, which is six months more than had been available through this program.</li> </ul>
<p><b>B7: Interim/Bridge Housing for Those Exiting Institutions (H)</b></p>	<p><b>Bed Availability Web Application</b></p> <ul style="list-style-type: none"> <li>Planning for the launch of the Bed Availability Web Application in April took place during the last three months. This included; <ul style="list-style-type: none"> <li>System Mapping to identify strategies for placement,</li> </ul> </li> </ul>	<p>DPH-Substance Abuse Prevention and Control (SAPC) is preparing to release a Work Order Solicitation (WOS) for FY 2019-20. The purpose of the WOS is</p>

<p><b>Actual Implementation Date:</b> October 2016</p>	<ul style="list-style-type: none"> <li>○ Collaboration with LAHSA's IT department for the development of the Bed Availability Web Application, and</li> <li>○ Development of the Shelter Access Sheet, which will be utilized to gather shelter intake information for the Bed Application interface.</li> </ul> <p><b>Trainings</b></p> <ul style="list-style-type: none"> <li>● To assist LAHSA Interim Housing Providers (Crisis, Bridge, Winter Shelter, etc.), Community Housing Innovations, a local non-profit organization, which provides housing and human services that support social and economic independence, conducted two trainings on "Working with Challenging People." The first training was for Line Staff (Case Managers, Counselors, etc.) and focused on developing the skills and tools that they can use in their client interactions. The second training was for Program Management and Directors and focused on how to better provide support to their staff as they work with high need clients.</li> <li>● LAHSA, along with DMH and DHS, collaborated to prepare for the Interim Housing Program training that took place on April 4, 2019. The purpose of this training was to improve quality and completeness of referrals to DHS' Interim Housing Programs.</li> </ul> <p><b>Shelter Guidance</b></p> <ul style="list-style-type: none"> <li>● Interim Housing Coordinators have continued to request program policies and procedures, intake documentation, program rules, etc., from providers, to review and provide guidance to ensure that they align with the Scope of Required Services.</li> </ul> <p><b>Interim Housing Coordination</b></p> <ul style="list-style-type: none"> <li>● To better connect participants with the appropriate level of care, LAHSA, DMH, and DHS meet regularly to discuss the status of current shelter resources and ways to identify and place participants in the appropriate settings. This has created continuity across three elements in shelters: coordinated matching, inter-agency referral systems, and inter-agency facility standards. LAHSA and the County's Health Agency continued to participate in meetings and activities related to developing system-wide Interim Housing Practice Standards.</li> </ul>	<p>to resolicit the current number of Recovery Bridge Housing beds and procure additional beds that serve special and high-risk populations. The WOS is expected to be released by July 1, 2019.</p>
<p><b>B8: Housing Choice for Permanent Supportive Housing</b></p>	<ul style="list-style-type: none"> <li>● HACoLA and LAHSA continued weekly conference calls to share status reports on all referrals and applications received from LAHSA-referred clients and provide responses to any inquiries submitted by participating agencies.</li> </ul>	<ul style="list-style-type: none"> <li>● HACoLA will continue to refer voucher holders to the Housing Advisory Unit (related to HI Strategy B4) for housing locator assistance and available resources.</li> </ul>

<p><b><u>Actual Implementation Date:</u></b> June 2016</p>	<ul style="list-style-type: none"> <li>HACoLA collaborated with DHS, DMH, HOPICS, DCFS, and signed MOUs with each agency for them to continue referring homeless families/individuals to HACoLA's Housing Choice Voucher program on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>HACoLA will begin active collaboration with DHS, DMH, HOPICS and DCFS based on the newly-implemented MOUs. The agreements will allow the agencies to refer formerly homeless families to HACoLA to be considered for the HCV program.</li> </ul>
<b>INCREASE INCOME</b>		
<p><b>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</b></p> <p><b><u>Actual Implementation Date:</u></b> December 2016</p>	<ul style="list-style-type: none"> <li>The Greater Avenues for Independence (GAIN) Program has been working with the South Bay Workforce Investment Board (SBWIB) to try to increase completions and unsubsidized employment numbers by identifying areas in the program that can be strengthened.</li> <li>GAIN Program will meet with SBWIB and the contracted community-based organizations (CBOs) to discuss the following strategies to increase Enhanced Transitional Subsidized Employment (E-TSE) numbers:             <ul style="list-style-type: none"> <li>Have CBOs focus more on the "onboarding period" which 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.</li> <li>Have CBOs increase job search assistance efforts in the last three months.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>DPSS will continue to monitor referrals and placements in both subsidized and unsubsidized employment. DPSS is working closely with the contractors to increase placements.</li> </ul>
<p><b>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (H)</b></p> <p><b><u>Implementation Dates:</u></b> Phase 1: County adoption of Social Enterprise Preference Program: Actual – October 2016</p>	<p><b>Los Angeles Regional Initiative for Social Enterprise (LA:RISE)</b></p> <ul style="list-style-type: none"> <li>Workforce Development and Community Services (WDACS) and technical assistance consultant Roberts Enterprise Development Fund (REDF) conducted the first LA:RISE Quarterly Academy meeting of the year (3/13/19) for participating AJCCs and Social Enterprises (SEs). The academy meeting focused on troubleshooting CalJOBS data entry and other data-tracking and reporting issues to improve the integrity of LA: RISE program data.</li> <li>WDACS conducted supplementary CalJOBS training (2/11/19) for participating SEs &amp; AJCCs.</li> <li>WDACS and REDF continued to build LA:RISE AJCC and SE staff capacity through the facilitation of monthly partner meetings between LA:RISE AJCCs and SEs.</li> </ul>	<ul style="list-style-type: none"> <li>WDACS will continue to facilitate training and professional development of AJCC staff to develop their skills, strategies and approaches to effectively provide accessible and responsive services to address the unique needs and barriers of homeless individuals pursuing employment.</li> <li>WDACS will continue to facilitate collaboration among REDF,</li> </ul>

<p>County adoption of Social Enterprise Sub-Contractor Preference Program: Target – September 2019</p> <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 – July 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>	<p><b>Homeless Opportunity for Meaningful Employment (HOME)</b></p> <ul style="list-style-type: none"> <li>The HOME program combines Temporary Subsidized Employment (TSE) with employment services provided by the AJCCs to assist participants in obtaining unsubsidized employment. The Workforce Development Boards (WDBs) provide wrap-around services and Soft Skills training to participants. HOME is operating in the WDBs that are not engaged in LA:RISE (all except for LA City and LA County).</li> <li>Southeast Los Angeles County WDB began working with two non-profit organizations as placement sites for transitional subsidized employment and as bridge employers for HOME participants: Community Table and Wrap the Kids.</li> <li>Verdugo WDB HOME staff participated in Prison-to-Employment (P2E) regional planning, focused on workforce development board, probation, parole and community-based organization collaborative efforts to assist the justice-involved into employment.</li> <li>Verdugo WDB HOME staff participated in the National Institute of Corrections' Offender Workforce Development Specialist (OWDS) training.</li> <li>Southbay WIB continued to involve the community and stakeholders including GAIN, US Vets, Harbor Interfaith, the Southern California Regional Occupational Center, and the Redondo Beach Police Department Domestic Violence Victim Advocacy group to assist HOME participants into employment and self-sufficiency</li> </ul> <p><b>ASO Program</b></p> <ul style="list-style-type: none"> <li>ASO element of the C2/C7 strategy launched this quarter. CEO-HI worked with WDACS to procure Goodwill of Southern Californian and First Step Staffing, Inc. as ASOs. Together, the two agencies will place a total of 2,250 homeless participants into temporary employment, helping them to gain work experience designed to result in future permanent job placement and housing stability.</li> <li>A function within CalJOBS was created to track ASO activities and outcomes.</li> </ul> <p>NOTE: See the B3 status update for information on the Home2Work Referral Pilot.</p>	<p>Social Enterprise partners, WDBs and LAHSA to maintain, expand and improve workforce development services and support to the homeless population.</p> <ul style="list-style-type: none"> <li>For the ASO program, Goodwill of Southern California is in the process of hiring new staff, and First Step Staffing, Inc. is procuring an office location in Los Angeles County.</li> <li>WDACS will train ASOs on program policy, procedure, and reporting.</li> <li>In May 2019, WDACS will introduce the Home2Work Automated Referral System that will streamline the referral process between AJCCs and RRH providers.</li> </ul>
<p>C3: Expand Targeted Recruitment and Hiring</p>	<ul style="list-style-type: none"> <li>Increased total number of previously homeless individuals in TempLA and County Youth Bridges Program (CYBP).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to expand network of partners.</li> </ul>

<p>Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p><u>Actual Implementation Dates:</u> Phase 1: October 2016 Phase 2: May 2017</p>	<ul style="list-style-type: none"> <li>• Attended 18<sup>th</sup> Annual Career Fair on March 7, 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to conduct “Train the Trainers” seminar for new supervisors/participants in CYBP.</li> </ul>
<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"> <li>• 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, starting January 2019.</li> <li>• DHS continues conducting Comprehensive Health and Accompaniment Management Platform (CHAMP) training for the DMH and DHS clinical and clerical teams, including their contracted agencies.</li> <li>• Case conferencing continues to occur on a weekly or bi-weekly basis.</li> <li>• DHS continues working with the DCFS TAY population pursuing SSI.</li> <li>• Department of Military and Veterans Affairs (DMVA) continues to work and support SPAs 2, 3, 4, 5, and 8, providing on- and off-site services to homeless veterans.</li> <li>• ICLC continues to work and support SPAs 1, 6 and 7 providing on- and off-site services to homeless veterans.</li> <li>• DHS continues its bi-weekly CBEST regional meetings/calls with the legal and clinical DHS and DMH support teams, to discuss the issues and concerns related to each SPA-specific CBEST team, examine any barriers to completing the benefits application process, enhance communication among the various teams, and improve the quality and quantity of benefit applications submitted, as well as, the overall outcome and performance.</li> <li>• DHS, in collaboration with DPSS is leveraging funding through HDAP to house and provide services to individuals experiencing homelessness while they pursue disability benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective April 2019, DHS CBEST leadership 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.</li> <li>• DHS will then assign fully developed cases to the CBEST-contracted agencies for application completion and submission. DHS anticipates that this streamlined approach will shorten wait times, increase submissions and improve outcomes.</li> <li>• Effective April 2019, the CBEST Application Clinics will be held every Friday to provide additional assistance in accelerating the process of completion and submission of the benefit applications.</li> <li>• DHS is currently working with DPSS to develop better screening tools and mechanisms for referrals from DPSS GR to CBEST.</li> </ul>

	<ul style="list-style-type: none"> <li>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: Long Beach CHC, DHS Geriatrics Working Group, Olive View MC Internal Medicine, Sepulveda VA, LAC+USC Wellness Center, Harbor UCLA Family Medicine, LA Care Health Plan, MLK Outpatient Center, El Monte CHC, West LA VA Medical Center Internal Medicine, LA Christian, MLK Adult Medicine, and UCLA Internal Medicine Primary Care Track.</li> </ul>	
<p><b>PROVIDE CASE MANAGEMENT AND SERVICES</b></p>		
<p><b>D1: Model Employment Retention Support Program</b></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"> <li>WDACS and REDF continued to build LA:RISE AJCC and SE staff capacity through the facilitation of monthly partner meetings between LA:RISE AJCCs and SEs which focused on CalJOBS data entry, updated LA:RISE policies and procedures, and resources available for AJCC and SE partners to utilize to help stabilize their homeless participants.</li> <li>WDACS worked with CEO-HI to launch the ASO Program in which homeless participants will be provided temporary jobs by the ASO, which acts as a temporary job placement agency, with the goal that the temporary jobs will prepare the participants for permanent jobs, which the ASOs will assist them in securing and retaining.</li> <li>WDACS continued 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 and LAHSA completed the Home2Work Meet &amp; Greets (March 2019) between participating AJCCs and RRH providers in SPA's 1, 3, &amp; 7. The goal of the Meet &amp; Greet was to establish relationships between agencies, promote co-enrollment between programs, and leverage the comparative advantages of programs and organizations in order to better serve the homeless population.</li> </ul>	<ul style="list-style-type: none"> <li>WDACS will continue to facilitate training and professional development of AJCC staff to develop their skills, strategies and approaches to effectively providing accessible and responsive services to address the unique needs and barriers of homeless individuals in retaining employment.</li> <li>WDACS will continue to 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.</li> </ul>
<p><b>D2: Expand Jail In Reach (H)</b></p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>Three D2 planning/collaboration meetings were held during this quarter. The meetings are held in conjunction with the Office of Diversion and Reentry (ODR) service provider monthly meetings and include the four in-reach agencies and staff: Housing for Health, ODR, Sheriff's Department, and DHS Correctional Health Services.</li> <li>The four D2 contracted agencies are working to maintain a staffing level of three case managers, for a total of 12 case managers for the D2 program.</li> </ul>	<ul style="list-style-type: none"> <li>D2 contracted agencies to continue recruitment for vacant case manager positions.</li> <li>DHS to continue recruitment for vacant Clinical Social Worker positions at Pitchess Detention Center and Century Regional Detention Facility.</li> </ul>

	<ul style="list-style-type: none"> <li>• County staffing: LASD remained fully staffed during this period with four Custody Assistants. Among the four DHS Clinical Social Worker positions, two positions are staffed. Recruitment to fill the two open positions is ongoing.</li> <li>• During this period, the protocol for D2 collaboration with the Whole Person Care (WPC) Reentry program was finalized. Its purpose is to minimize the duplication of services and establish procedures for D2 clients to be co-enrolled in WPC when eligible. Such clients would then be eligible for 30 days of essential medications upon release from jail and an expedited Medi-Cal enrollment process. Each D2 contracted provider received the WPC training on March 12<sup>th</sup>.</li> <li>• 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.</li> <li>• D2 staff followed-up with LAHSA during this period on requested updates to D2 program metrics and services in Clarity HMIS. These changes are needed so that required data reporting can be extracted from Clarity, and manual tracking of D2 data in Excel files can be discontinued. DHS expects to train the D2 case managers on the changes in July 2019, depending on the timeline for LAHSA to implement these change requests.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with LAHSA on requested Clarity changes, and train case managers once changes are implemented.</li> </ul>
<p><b>D3: Supportive Service Standards for Subsidized Housing</b></p> <p><u>Actual Implementation Date:</u> March 2019</p>	<ul style="list-style-type: none"> <li>• LAHSA and community partners (DMH, DHS, HACLA, and HACoLA) have adopted standardized forms for documenting a participant's homeless history and disability. This will greatly facilitate individuals' access to housing and expedite the process for entry into permanent supportive housing.</li> <li>• LAHSA's PSH Coordinator has been conducting training throughout Los Angeles County on the universal forms and answering providers' questions about how to implement the form.</li> <li>• PSH draft standards are being developed in coordination with funders and will be brought forward for public comment upon completion.</li> </ul>	<ul style="list-style-type: none"> <li>• LAHSA's PSH Coordinator will continue to conduct trainings and answer providers' questions on the use of the universal forms.</li> <li>• LAHSA and its community partners will work to standardize how to document a person's history of homelessness.</li> <li>• PSH draft standards are being developed in coordination with funders and will be brought forward for public comment upon completion.</li> <li>• LAHSA will continue to conduct PSH Learning Communities for direct line staff to further expand their ability to</li> </ul>

		<p>meet the needs of clients in PSH projects.</p>
<p><b>D4: Regional Integrated Re-entry Networks – Homeless Focus (H)</b></p>	<p>The D4 Measure funding has been transferred to strategy B7 to increase the number of B7 beds by 75 for those exiting County and local jails. Strategy D4 is no longer an active strategy.</p>	<p>DHS-HFH continues to identify providers for the 75 beds.</p>
<p><b>D5: Support for Homeless Case Managers</b></p> <p><u>Actual Implementation</u> <u>Dates:</u> December 2016 - March 2019</p> <ul style="list-style-type: none"> <li>• Elderly Nutrition Pilot Program: March 2018</li> <li>• DPSS &amp; Union Station Homeless Services Pilot Program: July 31,2018- January 31,019</li> <li>• WDACS-APS Co-Location Pilot Program: September 2018</li> <li>• Home2Work Pilot Program: October 1, 2018</li> <li>• DPSS &amp; LAFH Diversion Co-location Pilot: March 2019</li> </ul>	<p><b>Strategy D5 Workgroup</b></p> <ul style="list-style-type: none"> <li>• Alternate Public Defender, CEO, CSSD, Dept. Animal Care and Control (DACC), DPH, DPSS, Library, Public Defender, and WDACS continue to submit referrals using the D5 Referral form.</li> <li>• 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.</li> <li>• The Strategy D5 Full Workgroup continues to meet regularly to discuss referrals and best practices.</li> </ul> <p><b>Pilot Projects</b></p> <ul style="list-style-type: none"> <li>• Elderly Nutrition Pilot Program (ENP): The Pilot is currently operating in SPA's 1,4,5, and 8. Homeless provider agencies are providing weekly in-reach at congregate meal sites to engage older adults experiencing homelessness. As of March 31, 2019, 74 older adults have been engaged and 49 assessments have been completed.</li> <li>• DPSS &amp; Union Station Homeless Services Pilot: The DPSS-San Gabriel Valley District/Union Station Homeless Services Co-Location Pilot, which assisted homeless employable individuals to connect to the homeless services system concluded on January 31, 2019.</li> <li>• WDACS-APS Pilot: Two staff members from Volunteers of America and PATH are co-located at three WDACS APS offices to provide case management to support older adult clients experiencing homelessness and connect them to housing services. A fourth APS office has also started submitting homeless referrals.</li> <li>• Home2Work Pilot: The Pilot is operating in SPAs 1, 3, and 7 and focuses on connecting individuals receiving a RRH subsidy to employment services. Monthly Meet &amp; Greets were established with homeless service providers and AJCC staff to build communication and increase referrals. As of mid-April, 20 referrals have been received and three people have been enrolled into the WIOA program.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy D5 Homeless Referral Trainings will continue so County departmental staff can make appropriate referrals for people experiencing homelessness.</li> <li>• LAHSA will continue to provide TA to implement the Strategy D5 Pilots and assist County departments and homeless provider agencies with referrals.</li> <li>• WDACS and LAHSA will continue to design the Home Safe program.</li> </ul>

	<ul style="list-style-type: none"> <li>• DPSS &amp; LA Family Housing Diversion Co-Location Pilot: Two staff members from LA Family Housing are co-located at the San Fernando Valley and Glendale DPSS offices once a week to engage participants experiencing homelessness. The co-located staff are working 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.</li> <li>• HomeSafe Program: WDACS and LAHSA partnered to apply for the CDSS Home Safe Program, which will provide three-year funding to serve APS clients who are at-risk of homelessness or are experiencing homelessness. On December 28, 2018, CDSS approved the grant for \$2,648,128 for LA County to develop a Home Safe pilot, which is targeted for implementation in July 2019.</li> </ul>	
<p><b>D6: Criminal Record Clearing Project (H)</b></p> <p><u>Actual Implementation Date:</u> January 2018</p>	<p><b>Public Defender (PD)</b></p> <ul style="list-style-type: none"> <li>• Due to additional staff onboarded during this reporting period, the PD was able to expand D6 services to include sending out multiple teams per day to multiple events serving diverse SPAs</li> <li>• PD D6 staff received training on new legal developments in record clearing, focusing on immigration issues and options for human trafficking survivors. In addition, the team has received training on motivational interviewing.</li> </ul> <p><b>LA City Attorney (LACA)</b></p> <ul style="list-style-type: none"> <li>• Due to additional staff onboarded during this reporting period, the LACA teams are better able to support the Los Angeles County Public Defender teams by deploying to multiple events in a week. For example, the teams staffed events on March 18, 19, 21, 23, 26 and 27.</li> <li>• LACA D6 staff received training in trauma informed care.</li> <li>• New D6 LACA staff received CLETS training and became certified by the Department of Justice to run background checks.</li> <li>• LACA staff worked with the PD to improve referrals for participants who need defense counsel.</li> <li>• LACA team established a regular event at the Humbolt DPSS office, expanding its relationship with DPSS.</li> <li>• The team worked to reach new parts of the County, hosting a clinic at the Norwalk Public Library.</li> <li>• LACA is working to increase its outreach to Measure H funded attorneys to receive referrals for ticket clearance. LACA will meet directly with NLS attorneys to discuss improving the partnership.</li> </ul>	<p><b>PD</b></p> <ul style="list-style-type: none"> <li>• PD will provide outreach to various CBOs and County departments to offer training on the unique challenges people experiencing homelessness face in the courtroom.</li> <li>• PD D6 staff will continue to receive training for relevant areas.</li> <li>• PD will continue to enhance the mobile office capabilities of its outreach vehicles and will develop a plan to accompany other outreach organizations to provide direct record-clearing services at encampments and Record Clearing Clinics.</li> </ul> <p><b>LACA</b></p> <ul style="list-style-type: none"> <li>• LACA will expand its services to additional public libraries, starting with the Durant Library in Hollywood on May 23, 2019.</li> <li>• LACA D6 staff will go through an intensive mental health de-escalation training with the Sheriff's department from May 6 – 9.</li> </ul>

	<ul style="list-style-type: none"> <li>• LACA continues to integrate stakeholders, presenting at the SPA 6 Mt. Tabor Community Forum, and the SPA 3 meeting in Pomona.</li> </ul>	<ul style="list-style-type: none"> <li>• LACA staff continues to educate and inform other prosecutorial agencies about the need for this service and the unintended consequences of unresolved infractions. The goal is to encourage appropriate policy adjustments so that record-clearing is more accessible.</li> </ul>
<p><b>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing (H)</b></p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> <li>• DHS has issued Master Agreements and/or work orders for six agencies that resulted in 140 new slots for Intensive Case Management Services (ICMS).</li> <li>• DHS continues to plan and track the use of the CES to match eligible participants to housing opportunities that are paired with ICMS services.</li> <li>• DHS and Worker Education &amp; Resource Center finalized plans for the Workforce Development - Assistant Case Manager Apprentice Program. Five ICMS providers have been identified to serve as a Pilot for this program.</li> <li>• DPH-Substance Abuse Prevention and Control (SAPC) co-located at nine additional project-based permanent supportive housing sites and connected Client Engagement and Navigation Services (CENS) to 30 other PSH sites, bringing the total number of sites receiving CENS services to 53 this Fiscal Year.</li> <li>• CENS began making its services available to PSH scattered site residents by distributing referral forms to various ICMS providers that serve approximately 300 clients countywide. These individuals receive services at CENS Area Offices located countywide.</li> <li>• In January and February 2019, CENS counselors engaged and provided workshops promoting Substance Use Disorder (SUD) services to a total of 118 PSH residents.</li> </ul>	<ul style="list-style-type: none"> <li>• DMH will amend contracts to add Housing Full Service Partnerships (FSP) to 16 additional housing projects to serve approximately 275 more clients, thus expanding services in 14 new PSH sites and two tenant-based programs</li> <li>• DHS will continue to implement ICMS, Housing FSP and CENS at all new project-based sites and assist all people referred to D7 with tenant-based resources.</li> <li>• DHS continues to work closely with the CDC, HACoLA, Housing and Community Investment Department and HACLA to ensure coordination among these public entities to keep PSH projects moving through the pipeline.</li> <li>• DPH-SAPC will develop a Field Safety Training to build the CENS counselors' capacity to ensure personal safety, while providing SUD services in a field-based setting. By the end of Fiscal Year 2018-19, CENS expects to co-locate and connect services to an additional 18 PSH sites, provided that the buildings are completed, and the</li> </ul>

		units are leased to residents by the targeted timeline of June 2019.
<b>CREATE A COORDINATED SYSTEM</b>		
<p><b>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</b></p> <p><u>Actual Implementation Dates:</u> Advocacy with SSA – April 2017</p> <p>Advocacy with VA – December 2017</p>		Continue to monitor partnership with Veterans Administration and SSA for opportunities to enhance services
<p><b>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</b></p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> <li>• DPH-SAPC continued implementation of the Drug Medi-Cal Organized Delivery System.</li> <li>• SAPC hosted various provider meetings to deliver relevant technical assistance and training, disseminate system-level changes, describe pertinent treatment standards and expectations, and offer the provider network an opportunity to openly communicate successes and challenges of Drug Medi-Cal Organized Delivery System operations. Select session topics included capacity building; signature pads for client consents; Sage (Substance Use Disorder Information System) updates to streamline treatment and claim processes; Language Assistance support to serve clients with hearing impairment; staffing requirement; and Supportive and/or Housing Service Master Agreements, a Health Agency-wide solicitation for CENS, Capacity Building Services, Recovery Bridge Housing and Access projects.</li> <li>• SAPC issued contract bulletins on LA County’s Hepatitis A, B, and C Virus Program and Provider Staffing Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a 12-month pilot program with L.A Care Health Plan to provide medically complex individuals with increased access to residential level SUD treatment.</li> <li>• Development of a 12-month pilot to expand timely access to care with a focus on after-hours treatment services in the Antelope Valley.</li> <li>• Development of CORE (Connecting to Opportunities for Recovery and Engagement) 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.</li> </ul>

<p><b>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</b></p> <p><u>Actual Implementation Date:</u> October 31, 2018</p>	<ul style="list-style-type: none"> <li>All 16 WPC programs have been implemented: five for high-risk homeless populations, three for justice-involved populations, three for individuals with serious mental illnesses, one legal medical partnership program, and the remaining are programs for high-risk pregnant women, individuals with SUD, and those with chronic medical conditions who have frequent hospital admissions.</li> <li>The Medical Legal Partnership Program is operational countywide, including a staff person who is co-located at MLK. In the 12 months the program has been operational, it has served 960 clients whose legal issues are impacting their overall health and wellness. The program is looking to expand in 2019 to co-locate attorneys and paralegals in additional DHS hospitals and clinics.</li> </ul>	<ul style="list-style-type: none"> <li>Continue program improvement efforts across all WPC programs</li> <li>Strategies involving Health Home opportunities are targeted for July 2019.</li> </ul>
<p><b>E4: First Responders Training</b></p> <p><u>Actual Implementation Date:</u> October 2016</p>	<p>LASD continued to train LASD staff and offer training to other local law enforcement agencies and city staff.</p>	<p>LASD will continue to train LASD staff and offer training to other local law enforcement agencies and city staff.</p>
<p><b>E5: Decriminalization Policy</b></p> <p><u>Actual Implementation Date:</u> January 2017</p>	<p>LASD continues to disseminate the Decriminalization Policy departmentwide and share with local law enforcement entities upon request.</p>	<p>Continue to disseminate the Policy and ensure that it is adhered to departmentwide.</p>
<p><b>E6: Countywide Outreach System (H)</b></p> <p><u>Actual Implementation Date:</u> March 2017</p>	<p><b>Outreach Team Implementation</b></p> <ul style="list-style-type: none"> <li>Measure H-funded outreach teams continue to proactively serve people experiencing unsheltered homelessness throughout the County, serving tens of thousands of people experiencing street-based homelessness.</li> <li>As of March 31, 2019:             <ul style="list-style-type: none"> <li>100 percent of the MDTs and 87 percent of the Public Space Generalist Teams were fully implemented.</li> <li>87 percent of the Weekend MDTs were implemented and are now operational in seven SPAs providing outreach services on Saturday and Sunday.</li> <li>100 percent of the HET weekday teams were fully implemented.</li> <li>85 percent of the HET weekend positions were fully hired and onboarded. LAHSA had reached 100 percent implementation in February but lost two staff late in the quarter because they were offered weekday positions elsewhere. Weekend coverage has been 100 percent implemented since October 15, 2018, through the use of overtime coverage.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Hiring, training, and onboarding for all outreach teams will continue.</li> <li>The next LAHSA/Health Agency Street-based Engagement Training and Orientation Week is scheduled for June 10, - 14, 2019, with an expected attendance of 120 newly-hired outreach workers. This comprehensive training includes presenters in the areas of health, safety, mental health, substance use, peer support and collaboration with law enforcement.</li> <li>The E6 Leadership will be designing and launching a new page on LA-HOP to share data and success stories with visitors.</li> </ul>

	<p><b>Outreach Team Capacity Building</b></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ On January 17, 2019, 137 outreach team members attended the Health Agency-facilitated Learning Collaborative that included a pilot presentation on <i>Public Health Training for Outreach Workers</i> presented by Sharon Balter, MD from DPH and Carrie Kowalski, MPAP, PA-C from Venice Family Clinic. This training will be further rolled out to all outreach workers throughout the County via Webinar.</li> <li>○ On February 21, 2019, 108 outreach team members attended the Learning Collaborative where Vivitrol, Medication Assisted Treatment was presented.</li> <li>○ On March 21, 2019, 81 outreach team members attended Learning Collaborative presentations on <i>Harm Reduction Overdose Kits, Universal Homeless Verification</i> and <i>AB210 Information Sharing</i>.</li> </ul> </li> </ul> <p><b>Enhanced Linkages to Supportive Services, Hygiene and Sanitation, and Interim and Bridge Housing</b></p> <ul style="list-style-type: none"> <li>• As of March 31, 2019, outreach teams have been able to enroll 546 of its street-based clients in DMH's new Homeless Full-Service Partnership Program (HFSP). Upon referral, the HFSP outreaches to the client, along with the referring outreach team to ensure engagement and linkage.</li> </ul> <p><b>Los Angeles County Outreach Portal (LA-HOP)</b></p> <ul style="list-style-type: none"> <li>• As of March 31, 2019, LA-HOP has received 7,161 requests, with the plurality (35 percent) coming from concerned residents, 23 percent coming from government employees, and 18 percent coming from homeless service providers.</li> <li>• Pocket-sized LA-HOP cards were designed at the end of this reporting period and will be ready for distribution by June 2019.</li> </ul> <p><b>Outreach Coordination</b></p> <ul style="list-style-type: none"> <li>• SPA outreach coordinators have successfully implemented Care Coordination/ Outreach Strategy sessions in all SPAs; most SPAs have also launched these meetings within their sub-regions to allow for more focused discussions.</li> <li>• E6 and its use of data to better address unsheltered homelessness was featured as a breakout session at February's National Alliance to End Homelessness Conference in San Diego.</li> </ul>	
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	<p><b>Improving Street-based Policy and Practice</b></p> <ul style="list-style-type: none"> <li>LAHSA released its <i>Guiding Principles and Practices for Local Responses to Unsheltered Homelessness</i>. <a href="https://www.lahsa.org/documents?id=2951-guiding-principles-and-practices-for-unsheltered-homelessness.pdf">https://www.lahsa.org/documents?id=2951-guiding-principles-and-practices-for-unsheltered-homelessness.pdf</a></li> </ul>	
<p><b>E7: Strengthen the Coordinated Entry System (H)</b></p> <p><u>Actual Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> <li>LAHSA began active recruitment to identify qualified trainers on various new subjects, including cultural competency, implicit bias, history of institutional and structural racism, working with the Black LGBTQ+ community, trauma informed care, and the Americans with Disabilities Act to implement recommendations from the Ad Hoc Committee on Black People Experiencing Homelessness.</li> <li>LAHSA hosted diversion training with system leads and “Train-the-Trainer” Sessions.</li> <li>LAHSA released various RFPs for re-procurement, including Access Centers.</li> <li>In February, LAHSA in coordination with PATH, DMH, and DHS, developed the Housing Location User Agreement to be used by all service providers in an effort to provide consistent support to landlords utilizing the Housing Location Program.</li> <li>DV regional coordinators established 20 new relationships with victim service providers, faith-based service providers, and cities to establish clear communication, manage expectations, and strengthen relationships. DV coordinators have trained approximately 60 people in 6 organizations about CES, homelessness, and DV.</li> <li>LAHSA is preparing a proposal to support evaluating the CES Triage Tools through the lens of racial, gender-based, and age-based equity with the goals to: 1) evaluate the effectiveness of CES Triage Tools at mitigating implicit bias, 2) better understand whether or not the existing CES Triage Tools appropriately measure and account for unique vulnerabilities of target populations, and 3) evaluate the tools’ effectiveness at connecting participants to appropriate housing and services to end their homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA will submit a funding proposal to philanthropy to evaluate the CES Triage Tools through the lens of racial, gender-based, and age-based equity.</li> <li>CES Policy Council will discuss the System Access &amp; Referral, Matching and Prioritization, and RRH Practice Standards.</li> <li>LAHSA will conduct a Feedback Session with Housing Location Program users for quality improvement.</li> <li>In May, LAHSA will recommend improvements to the Technical Assistance Core Capacity Assessment Tool to alleviate burdens on providers.</li> <li>LAHSA will engage with Representative Payee Program operators to discuss community engagement and coordination of services within CES.</li> <li>LAHSA and PATH’s Housing Location Program will engage existing landlords to identify unnecessary tenant requirements and determine how to refine the Housing Location Program.</li> </ul>

		<ul style="list-style-type: none"> <li>• LAHSA will incorporate community and stakeholder feedback regarding CES policy implementation with an aim to release the CES Operations Guide for public comment in June or July.</li> </ul>
<p><b>E8: Enhance the Emergency Shelter System (H)</b></p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> <li>• The Bed Availability Web Application pilot has been implemented the past three months. The application includes LAHSA Crisis Housing beds in the Single Adults and Youth systems as well as Winter Shelter beds. Users of the application include First Responders in SPAs 6 and 7, LAHSA's Interim Housing Placement Coordinator, and all interim housing providers.</li> <li>• Housing Innovations, LAHSA's technical advisors, conducted two trainings on "Working with Challenging People" with LAHSA's interim housing providers, which provided information on best practices, roles and responsibilities of staff, and communication structures.</li> <li>• LAHSA, DMH and DHS hosted Interim Housing training to improve quality and completeness of referrals to County Health Interim Housing Programs. Training topics included Harm Reduction 101, Ethics and Boundaries, Hoarding and Harm Reduction, Housing for Health 101 &amp; Whatever It Takes, Motivational Interviewing skills building, and Vicarious Trauma.</li> <li>• LAHSA assisted with the opening of PATH's A Bridge Home project in Hollywood during this reporting period, which provides 70 beds for homeless men and women.</li> <li>• LAHSA released RFPs for Interim Housing and Safe Parking programs.</li> <li>• LAHSA, DHS, DMH and DPH began implementation of the common facility shelter standards and established minimum health and safety requirements and complaint procedures. DPH Environmental Health has completed the first round of routine inspections of all interim housing sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Bed Availability Web Application will be launched countywide in April.</li> <li>• Contracts resulting from LAHSA's Interim Housing Request for Proposals will be implemented on July 1, 2019.</li> <li>• The 3<sup>rd</sup> Street/Casa Azul A Bridge Home project (operated by PATH) will open in Quarter 4 of FY 2018-19</li> <li>• In May, a letter will be sent to all Interim Housing providers funded by LAHSA and the Health Agency regarding implementation of the new shelter standards, which includes the requirement to submit a Quality Assurance Plan and adhering to Policies and Procedures for Grievances and Terminations, to be implemented in July 2019.</li> </ul>
<p><b>E9: Discharge Data Tracking System</b></p> <p><u>Actual Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> <li>• LAHSA has begun engagement with certain hospitals to provide HMIS access, with the goal to obtain information on its value and how access can support and strengthen on-going partnerships between hospitals and CES lead organizations in the area.</li> <li>• Continued review/revision of HMIS policies with HUD TA to more clearly define the roles of participating organizations and how they align to CES.</li> <li>• J-SPDAT for justice- involved persons experiencing homelessness is in the final stages of implementation in HMIS, and training materials are in the process of being developed, based on feedback from OrgCode.</li> </ul>	<ul style="list-style-type: none"> <li>• Build flags into HMIS system to track the 5 percent List of heavy utilizers of County services and other indicators necessary to better coordinate discharge.</li> <li>• Continue to engage hospitals/jails/LASD/DCFS/etc. to discuss opportunities for integration between service systems.</li> </ul>

		<ul style="list-style-type: none"> <li>• Continue to work on revising HMIS policies to clarify HMIS access questions.</li> </ul>
<p><b>E10: Regional Coordination of Los Angeles County Housing Authorities</b></p> <p><u>Actual Implementation Date:</u> May 2016</p>	<ul style="list-style-type: none"> <li>• On March 28, 2018, HACoLA conducted a meeting with Housing Authorities from multiple cities including: the City of Los Angeles, Pasadena, Torrance, Burbank, Pomona, and Long Beach.</li> <li>• Kern County Veterans Affairs Supporting Housing (VASH) Interagency Agreement was executed on March 1, 2019.</li> <li>• Future stakeholder meetings may include the Board of Supervisors, City officials, or others as needed based on future agenda items.</li> </ul>	<ul style="list-style-type: none"> <li>• Will continue to advocate for PHA participation in Permanent Supportive Housing (B4/B8) commitments supported by Measure H funding.</li> <li>• Continue regional coordination of PHAs within and outside of LA County.</li> <li>• Solicit the implementation of VASH Interagency Agreements with the remaining housing authorities within and outside of LA County.</li> </ul>
<p><b>E11: County Specialist Support Team (Super Connect)</b></p> <p><u>Actual Implementation Date:</u> December 2017</p>	<ul style="list-style-type: none"> <li>• Continued to assess and link complex clients to appropriate services including FSP and Board and Care.</li> <li>• Continued to assess/monitor the most recent 5 percent List of heavy utilizers of County services to identify service providers to offer assistance in securing housing and services to stabilize clients.</li> <li>• Super Connect team assisted the Enriched Residential Care Team to place over 275 homeless individuals with high acuity into Adult Residential Facilities.</li> <li>• Since January 1, 2019, DPSS staff has consulted and assisted on over 900 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.</li> </ul>	
<p><b>E12: Enhanced Data Sharing and Tracking</b></p> <p><u>Actual Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> <li>• 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 are expected to be executed by the end of May.</li> <li>• The FY 2018-19 HI performance evaluation is in the final stages of approval and is expected to be released by the end of May.</li> <li>• CEO RES worked with LAHSA to align reporting processes and mechanisms to report interim and permanent housing placements. Common business rules were documented and applied for this Quarterly Report (third quarter of FY 2018-19).</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and implement CHIP.</li> <li>• 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.</li> </ul>

	<p>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.</p>	
<p><b>E13: Coordination of Funding for Supportive Housing</b></p> <p><u>Actual Implementation Date:</u> Fall 2018</p>	<ul style="list-style-type: none"> <li>The Strategy E13 work group met on March 19, 2019, to provide an opportunity for participating agencies to share updates, including the Universal Notice of Funding Availability (UNOFA), LA City's HHH, Home for Good, and the CDC NOFA. Updates were also provided on pipeline projects, rental subsidy availability, and efforts to implement coordinated monitoring between the agencies.</li> </ul>	<ul style="list-style-type: none"> <li>CDC, HACoLA, the Housing and Community Investment Department of the City of LA, and the Housing Authority of the City of LA will meet with 3Di systems staff on a weekly basis to discuss the rollout of UNOFA.</li> <li>The UNOFA system is expected to be ready for testing in June 2019, with a rollout date in July 2019.</li> </ul>
<p><b>E14: Enhanced Services for Transition Age Youth (H)</b></p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: September 2016 Phase 3: July 2018 Phase 4: October 2016</p>	<ul style="list-style-type: none"> <li>CEO, DCFS, Probation, DMH, the Center for Strategic Partnerships, and LAHSA continued to collaborate around opportunities to enhance the TAY Systems of Care in response to a Board Motion directing these entities to formalize system coordination efforts, expand housing programs for TAY in and exited from care, and align data elements, along with other actions.</li> <li>LAHSA received the LA CoC one-time allocations, as part of the State's HEAP and California Emergency Supportive Housing (CESH) program. LA CoC HEAP and CESH funds will be utilized for Access Centers and Access Points linked with Youth CES, Rapid Re-Housing, Interim Housing, Problem-Solving Specialists and a Problem-Solving Assistance Fund.</li> <li>LAHSA's RFPs released in December 2018 for Rapid Re-Housing, Prevention and Diversion, Access Centers and CES Access Points, and Interim Housing, all of which include funding for TAY, closed in February 2019. LAHSA is currently finalizing contract awards and anticipates a July 1, 2019 program start date. Funding for RRH and Access Centers serving TAY will expand, and Youth CES Access Points will be funded for the first time. TAY-specific Interim Housing may also be expanded.</li> <li>LAHSA plans to procure an administrator for the Problem-Solving Assistance Fund (PSAF) projected for implementation in August 2019. The PSAF is funded by HEAP and Strategy A1/A5 and will be accessible to TAY, families, and adults.</li> <li>Host Home Program expanded to a total of 55 slots. 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. The newly-funded Host Home slots expand the model in SPA 5, where a Host Home pilot was</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA, in partnership with Homeless Youth Forum of Los Angeles (HYFLA), is applying for HUD's Youth Homelessness Demonstration Program on behalf of the LA CoC to develop and implement a Coordinated Community Plan for Youth. The application will include input and contributions from a myriad of stakeholder groups and partners, including TAY, public agencies, CES Lead Agencies, other TAY providers, advocacy organizations, elected officials, faith-based coalitions, and more.</li> <li>LAHSA will convene a program launch with newly-funded Host Home providers and contracted technical assistance provider Point Source Youth in May 2019.</li> <li>LAHSA will select an evaluator for the Transitional Housing for TAY evaluation in May 2019 and begin</li> </ul>

	<p>launched in FY 2017-18 and implement the model for the first time in SPAs 1, 4, and 7.</p> <ul style="list-style-type: none"> <li>• LAHSA began contracting with TAY Transitional Housing providers in March 2019 to add 57 new beds for TAY individuals and five new beds for TAY families.</li> <li>• LAHSA-contracted technical assistance for the newly-funded Host Home program began in January 2019 with technical assistance provider Point Source Youth.</li> <li>• LAHSA selected an evaluator (Lens Co.) in March 2019 to carry out an evaluation of the newly-funded Host Home program.</li> <li>• LAHSA released a RFP in March 2019 for a qualified evaluator to conduct an evaluation of Transitional Housing programs for TAY including E14-funded Transitional Housing. The evaluator will be selected by September 2019.</li> <li>• Homeless Youth Forum of Los Angeles established a steering committee and subcommittees focused on planning its inaugural Youth Empowerment Summit, which is expected take place by June 2019. Members continue to advocate for the needs of youth in various capacities, including representation on the CES Policy Council and Los Angeles Coalition to End Youth Homelessness (LACEYH) Steering Committee.</li> </ul>	<p>the planning phase of the evaluation in June 2019.</p> <ul style="list-style-type: none"> <li>• CEO, DCFS, Probation, DMH, the Center for Strategic Partnerships, and LAHSA will partner to report-back on several directives included in the November 20, 2018 Board Motion focused on re-orienting TAY systems of care to support housing stability.</li> <li>• LAHSA will hold a countywide convening of the Higher Education and Homelessness Workgroup in June 2019.</li> <li>• HYFLA will host its inaugural Youth Empowerment Summit in June 2019.</li> <li>• LAHSA will finalize awards in May 2019 for Access Centers and CES Access Points, RRH, Prevention and Diversion, and Interim Housing, each with expansions for TAY.</li> <li>• LAHSA will begin the contracting process in June 2019 to add Problem-Solving Specialists at Access Centers serving TAY and high-volume TAY Interim Housing sites. Problem-Solving Specialists will be available countywide to enhance efforts to reduce homelessness among TAY exiting care and residential facilities at DCFS and Probation.</li> <li>• LAHSA will select an administrator for the Problem-Solving Assistance Fund by September 2019.</li> </ul>
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<p><b>E15: Homeless Voter Registration and Access to Vital Records</b></p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• RR/CC implemented a legislative change that allows individuals experiencing homelessness to receive up to three copies of birth certificates when they provide a signed Affidavit of Homeless Status for Fee Exempt Certified Copy of Birth Certificate (previously individuals were only eligible for one copy.)</li> </ul>	<ul style="list-style-type: none"> <li>• RR/CC will continue to promote voter education and civic engagement with homeless services agencies including participation in Homeless Connect Days.</li> <li>• RR/CC will continue outreach to new community partners and explore additional opportunities with current partners.</li> </ul>
<p><b>E16: Affordable Care Act opportunities</b></p> <p><u>Implementation Dates:</u> Actual: July 2017</p> <p>Health Homes: Targeted for Summer 2019</p>	<ul style="list-style-type: none"> <li>• Cumulative enrollments in WPC programs through January 2019 reached 43,799 unique clients and 579,796 cumulative member months of service.</li> <li>• 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.</li> <li>• WPC-LA hosted a learning collaborative in April for the state and other CA counties participating in WPC. There were five sessions covering innovative programming in: homelessness; mental health; reentry; SUD; and the Community Health Worker model.</li> <li>• DHS developed a three-tiered class specification for the community health worker series with the CEO that will be implemented in 2020.</li> </ul>	<p>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.</p>
<p><b>E17: Regional Homelessness Advisory Council (RHAC) and Implementation Coordination</b></p> <p><u>Actual Implementation Date:</u> February 2017</p>	<p>RHAC met on March 6, 2019, and key discussions included capacity and expectations of CES, FY 2019-20 Measure H budget allocations, and state legislative priorities.</p>	<p>RHAC meetings are held quarterly. The next meeting is on June 6, 2019.</p>
<p><b>INCREASE AFFORDABLE HOUSING</b></p>		
<p><b>F1: Promote Regional SB 2 Compliance</b></p> <p><u>Actual Implementation Date:</u> November 2016</p>	<p>Since the last Quarterly Report, the Department of Regional Planning (DRP), with support from the CEO-HI and the United Way of Greater LA, convened four open houses in March and April 2019 to discuss the Interim and Supportive Housing Ordinance (ISHO). The meetings were held in the following unincorporated areas of Willowbrook, Hacienda Heights, East Los Angeles, and Antelope Valley</p>	<p>DRP will continue community outreach, as well as ongoing discussions with the Stakeholder and County Committees. Feedback will be incorporated into the draft policy options.</p>

<p><b>F2: Linkage Fee Nexus Study, and F5: Incentive Zoning/Value Capture Strategies</b></p> <p><u>Actual Implementation Date:</u> January 2018</p>	<p>Completed as of January 31, 2019.</p>	
<p><b>F3: Support for Inclusionary Zoning for Affordable Rental Units</b></p> <p><u>Actual Implementation Date:</u> March 2016</p>	<ul style="list-style-type: none"> <li>• Staff continued to conduct research, housing data analysis and preliminary stakeholder engagement on policy options for the Inclusionary Housing Ordinance.</li> <li>• Staff met separately with the Building Industry Association and BizFed, facilitated a series of stakeholder discussion meetings with building industry members and affordable housing advocates, and worked with the CDC to gather input in preparation for a Draft Inclusionary Housing Policy Outline. The draft policy outline was presented at the Planning Deputies meeting on March 14, 2019.</li> </ul>	<p>Staff will revisit the Inclusionary Housing Feasibility Study with consultants to update the analysis and continue to gather input from stakeholders.</p>
<p><b>F4: Development of Second Dwelling Unit Pilot Project</b></p> <p><u>Actual Implementation Date:</u> October 2017</p>	<ul style="list-style-type: none"> <li>• Since the last Quarterly Report, one homeowners received building approvals from DRP and Public Works (DPW). One of the homeowners is currently processing the loan agreement. The homeowner with an existing Accessory Dwelling Unit (ADU) intended to be rehabilitated is nearing DPW approval.</li> <li>• Some challenges have arisen in the permitting process for other homeowner participants. These challenges/barriers include:             <ul style="list-style-type: none"> <li>○ Unforeseen building and fire code requirements;</li> <li>○ Additional costs related to these requirements that were not originally included in initial construction budgets;</li> <li>○ Engaging general contractors early enough in the process; and</li> <li>○ Identifying adequate sources of funds and available cash to begin construction of ADU.</li> </ul> </li> <li>• The Community Development Commission continues to work with homeowners as they navigate the permitting process and strategize with CEO-HI staff to overcome the above challenges.</li> <li>• On March 29, 2019, the Arts Commission completed the printed version of the YES to ADU publication, with copies provided to all Supervisors. Copies were also distributed to every County library.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with remaining homeowners for DRP and DPW approval by May 2019.</li> <li>• Start construction on first ADU by May 2019.</li> <li>• Start construction on two additional ADUs in June 2019.</li> <li>• Identify ongoing opportunities to educate homeowners.</li> <li>• Arts Commission to work with County Communications to share the YES to ADU publication with a broader audience.</li> </ul>
<p><b>F6: Use of Public Land for Homeless Housing</b></p>	<ul style="list-style-type: none"> <li>• Ongoing discussions between CEO Asset Management and CEO-HI staff regarding potential vacant or underutilized properties for interim housing and permanent supportive housing.</li> </ul>	<p>CEO to obtain approval of Board offices for use of County property for interim or permanent housing.</p>

<p><b><u>Target Implementation Date:</u></b> Ongoing</p>	<ul style="list-style-type: none"> <li>• Use of the County-owned former American Legion Hall site in Downey is planned for permanent supportive housing for Veterans.</li> <li>• Use of a portion of the County-owned property west of the H. Claude Hudson Comprehensive Health Clinic for a temporary homeless shelter has been approved; the City of Los Angeles is funding the one-time property development, and Measure H will fund annual operating costs.</li> </ul>	
<p><b>F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (H)</b></p> <p><b><u>Actual Implementation Date:</u></b> NOFA 23-A released in September 2017</p>	<ul style="list-style-type: none"> <li>• Project management is ongoing for the five projects from the Notice of Funding Availability 24A, which received Measure H funds in 2018:             <ul style="list-style-type: none"> <li>○ PATH Villas at South Gate – Predevelopment (in ongoing litigation and project will be unable to move forward until the lawsuit is settled)</li> <li>○ Kensington Campus – In construction</li> <li>○ The Spark at Midtown – In construction</li> <li>○ Florence Apartments – Construction pending</li> <li>○ Sun Commons – Predevelopment</li> </ul> </li> <li>• The below projects received Measure H funding through NOFA 24A and are all in the predevelopment stage:             <ul style="list-style-type: none"> <li>○ Veterans Park Apartments</li> <li>○ Fairview Heights</li> <li>○ Vermont/Manchester Apartments</li> <li>○ The Pointe on La Brea</li> <li>○ PCH and Magnolia Apartments</li> <li>○ Juniper Grove Apartments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Kensington Campus expected to complete construction in December 2019.</li> <li>• The Spark at Midtown expected to complete construction in October 2020.</li> <li>• Veterans Park Apartments will hear results of tax credit application in June 2019.</li> <li>• Fairview Heights will hear results of tax credit application in June 2019.</li> <li>• PCH and Magnolia Apartments expected to apply for tax credits in May/June 2019.</li> <li>• Vermont/Manchester Apartments expected to apply for tax credits in July 2019.</li> <li>• The Pointe on La Brea expected to apply for tax credits in Q4 2019.</li> <li>• Juniper Grove Apartments expected to apply for tax credits in July 2019.</li> <li>• Sun Commons expected to apply for tax credits in Q4 2019.</li> </ul>
<p><b>F7: One-time Housing Innovation Fund (H)</b></p> <p><b><u>Implementation Dates:</u></b> Actual RFP release: June 2018 Selection of winning proposals: December 2018</p>	<ul style="list-style-type: none"> <li>• Since the last Quarterly Report, the CDC and CEO-HI met with the five winners of the Housing Innovation Challenge (HIC) to discuss the contracting process.</li> <li>• CEO-HI is currently developing a Board Letter to authorize the CDC to execute and administer the contracts with the winners.</li> </ul>	<ul style="list-style-type: none"> <li>• Execute contract with the five winners of the HIC.</li> </ul>

	<b>Affordable Care Act</b>	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
IAR	Interim Assistance Reimbursement		

## Homeless Initiative Performance Data by Strategy

Exhibit III

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>A1: Homeless Prevention Program for Families</b>	Percentage of A1 participant families that exit the program who retain their housing or transition directly into other permanent housing	73% (348/477)	68% (36/53)	91% (308/339)	82% (470/575)
<b>A5: Homeless Prevention for Individuals</b>	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>	92% (128/139)	92% (327/354)	92% (553/602)
<b>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</b>	Number of B1 participants who secured housing with B1 subsidy	1476	0**	0**	0**
	Percentage of enrolled B1 participants who secured housing with B1 subsidy	61%	0%	0%	0%
	Number of B1 participants approved for SSI	120	35	68	84
<b>B3: Partner with Cities to Expand Rapid Re-Housing</b>	Number of participants newly enrolled in B3	12,675	3,376	6,724	8,857
	Number of participants active in the program on the last day of the reporting period	11,661	13,390	14,658	13,787
	Number of B3 participants active in the program within the reporting period date range	17,787 <small>Does not include DHS data</small>	13,984	17,496	19,747
	Number of B3 participants who secured permanent housing during the reporting period with or without a rapid rehousing subsidy	4,937	950	2,619	4,734

\*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. 22 new participants were enrolled in Q3 of FY18-19.

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>B3: Partner with Cities to Expand Rapid Re-Housing</b>	Of B3 Participants who secured housing with a rapid rehousing subsidy, number who remained in permanent housing upon exiting the RRH program	1,482	406	927	1,422
	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)	77% (406/524)	80% (927/1,164)	82% (1,422/1,734)
	Number of B3 participants who obtained employment	508	325	472	702
	Number of B3 participants who obtained benefits	453	202	347	513
<b>B4: Facilitate Utilization of Federal Housing Subsidies</b>  (FY2017/2018 data is for HACoLA; FY2018/2019 data is for all participating public housing authorities)	Number of landlord/community engagement events held	49	30	59	88
	Number of landlord requests to participate in Homeless Incentive Program (HIP)	691	239	889	1,624
	Number of incentives provided to landlords	874	337	909	1,791
	Amount of incentives provided to landlords	\$1,285,217	\$517,771	\$1,450,691	\$2,922,133

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>B4: Facilitate Utilization of Federal Housing Subsidies</b>  (FY2017/2018 data is for HACoLA only; FY2018/2019 data is for all participating public housing authorities)	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: 259 Bedroom sizes: SRO = 2 0 = 25 1 = 111 2 = 82 3 = 32 4 = 5 5 = 3	Total: 621 Bedroom sizes: SRO = 4 0 = 41 1 = 276 2 = 197 3 = 80 4 = 15 5 = 7 6 = 1	Total: 1,223 Bedroom sizes: SRO = 4 0 = 82 1 = 567 2 = 374 3 = 142 4 = 37 5 = 14 6 = 1 Shared = 2
	Number of security deposits paid	361	251	727	1435
	Amount of security deposits paid	\$780,476	\$616,188	\$1,770,956	\$3,611,949
	Number of utility deposits/connection fees paid	56	58	195	457
	Amount of utility deposits/connection fees paid	\$7,928	\$8,181	\$25,720	\$58,560
	Number of rental application and credit check fees paid	46	45	156	367
	Amount of other move-in assistance paid	\$129,051	\$88,220	\$227,645	\$416,455

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>B6: Family Reunification Housing Subsidy</b>	Number of B6 participant families placed in housing	71 (Data for 1/1/17-6/30/18)	18	44	73
<b>B7: Interim/Bridge Housing for Those Exiting Institutions</b>	Number of individuals who have been served with B7-funded interim/bridge housing.	2,179	1,078	2,137	2,789
	Breakdown of the institution from which individuals who were served in interim/bridge housing were discharged  <i>(Sum of categories does not equal total number because some individuals have multiple enrollments and/or came from different places prior to enrollment.)</i>	Hospitals: 386  Jail/Prison/Juvenile Detention Center: 1,164  Other: 635	Hospitals: 330  Jail/Prison/Juvenile Detention Center: 493  Other: 168	Hospitals: 471  Jail/Prison/Juvenile Detention Center: 1,004  Substance Abuse Treatment: 19  Interim or Transitional Housing: 84  Other: 148	Hospitals: 644  Jail/Prison/Juvenile Detention Center: 1,188  Substance Abuse Treatment: 593  Interim or Transitional Housing: 113  Other: 257

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>B7: Interim/Bridge Housing for Those Exiting Institutions</b>	Number of B7 participants who exit to a permanent housing destination <i>(Does not include Department of Public Health Substance Abuse Prevention and Control (SAPC) outcomes)</i>	445 (out of 1,037 total exits) = 43%	116 (out of 366 total exits) = 32%	223 (out of 734 total exits) = 30%	440 (out of 1,291 total exits) = 34%
<b>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</b>	Number of C1 participants who are engaged in subsidized employment	268	65	110	169
	Number of C1 participants who are placed in unsubsidized employment	39	0	3	7
<b>C2/C7: Increase Employment for Homeless Adults</b>	Number of C2/C7 participants enrolled in Transitional Employment	800	303	686	1,010
	Number of C2/C7 participants who secured unsubsidized employment	242	316	386	394
	Number of DPSS GR Participants served by C2/C7	142	41	101	139

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs</b>	Number of individuals at risk of or experiencing homelessness who were hired into county positions	34	2	3	3
<b>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</b>	Number of individuals newly enrolled in C4 program	6,854	1,225	2,292	3,973
	Number of individuals currently enrolled in C4 program	7,447	8,690	9,757	11,420
	Number of C4 participants whose applications for SSI benefits have been submitted	427 (data is from April 2017 - June 2018)	272	498	761
	Number of C4 participants whose applications for SSI benefits have been denied	2	-	1	1

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</b>	Number of C4 participants whose applications for SSI benefits are pending disposition	N/A	N/A	585	645
	Number of C4 participants approved for SSI benefits	99	49	97	189
	Number of C4 participants who are linked to and have access to mental health services	2,419	411	780	1,325
	Number of C4 participants who are linked to and have access to health services	4,622	890	1,653	2,688
<b>C5: Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness</b>	Number of individuals newly enrolled in C5 program	411	74	140	227
	Number of individuals currently enrolled in C5 program	426	500	566	653
	Number of C5 participants whose applications for Veterans benefits have been submitted	23	8	8	12
	Number of C5 participants whose applications for Veterans benefits have been denied	2	2	2	2

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>C5: Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness</b>	Number of C5 participants approved for Veterans benefits	21	3	3	6
	Number of C5 participants whose applications for SSI benefits have been submitted	16	19	40	55
	Number of C5 participants whose applications for SSI benefits have been denied	0	0	0	0
	Number of C5 participants approved for SSI benefits	2	2	7	13
	Number of C5 participants who are linked to and have access to mental health services	136	25	45	70
	Number of C5 participants who are linked to and have access to health services	269	56	106	158
<b>C6: Targeted SSI Advocacy for Inmates</b>	Number of individuals newly enrolled in C6 program	217	55	101	161
	Number of individuals currently enrolled in C6 program	225	282	328	386
	Number of C6 participants whose applications for SSI benefits have been submitted	11	5	12	13

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>C6: Targeted SSI Advocacy for Inmates</b>	Number of C6 participants whose applications for SSI benefits have been denied	0	0	0	0
	Number of C6 participants approved for SSI benefits	6	1	2	9
	Number of C6 participants who are linked to and have access to mental health services	67	17	33	56
	Number of C6 participants who are linked to and have access to health services	119	34	58	98
<b>D2: Expansion of Jail in Reach</b>	Number of inmates who received D2 jail in-reach services	3,489	352	751	1,060
	Number of D2 participant inmates who were assessed with the VI-SPDAT	2,632	242	530	778
	Number of D2 participant inmates placed in bridge housing upon release	723 (from 9/14/17- 6/30/18)	106	227	343
	Number of D2 participant inmates transported to housing upon release	620 (from 9/14/17- 6/30/18)	68	147	178
	Number of D2 participant inmates referred to SSI advocacy program (CBEST)	106 (from 9/14/17- 6/30/18)	15	48	52

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>D2: Expansion of Jail in Reach</b>	Number of D2 participant inmates placed in permanent supportive housing by the Housing for Health program within 12 months of release	119	51	96	122
	Number of D2 participant inmates referred to Community Transition Unit (CTU) for GR assistance at DPSS	407	16	35	60
	Number of D2 participant inmates referred to CTU for Medi-Cal application assistance	283	3	7	8
	Number of D2 participant inmates referred to CTU for driver's license or birth certificate	53	0	0	4
<b>D6: Criminal Record Clearing Project</b>	Number of Public Defender homeless outreach events held through D6	54 (January - June 2018)	33	70	107
	Number of City Attorney homeless outreach events held through D6	N/A	7	18	34
	Number of homeless persons engaged by Public Defender through D6	577 (January - June 2018)	257	517	751
	Number of homeless persons engaged by City Attorney through D6	N/A	264	504	756

**Homeless Initiative Performance Data by Strategy**  
**July 2018 - March 2019 (unless otherwise noted)**

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>D6: Criminal Record Clearing Project</b>	Number of petitions for dismissal/reduction filed by Public Defender for D6 participants	264 (January - June 2018)	205	323	644
	Number of petitions for dismissal/reduction filed by City Attorney for D6 participants	N/A	189	467	1,017
	Number of petitions filed by Public Defender for dismissal/reduction that were granted for D6 participants	153 (January - June 2018)	52	148	396
	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	370	624	913
<b>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing (PSH)</b>	Number of D7 participants newly enrolled and linked to Intensive Case Management Services (ICMS)	2,842	1,323	1,968	2,934
	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 also counted as new enrollments/newly linked to ICMS, above.</i>	N/A	469	508	692
	Number of individuals who were active in the D7 program during the reporting period	2,842	3,772	4,621	5,546

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing</b>	Number of newly enrolled D7 participants receiving federal rental subsidies	1,317	721	1,250	1,725
	Number of newly enrolled D7 participants receiving local rental subsidies	1,229	439	748	1,117
	Number of D7 participants placed in housing during the reporting period	872	661	1,227	1,599
<b>E4: First Responders Training</b>	Number of LASD deputies and sergeants trained	1,315 (from 10/2016 to 6/2018)	146	303	492
	Number of non-LASD law enforcement personnel trained	43	13	15	15
	Number of non-law enforcement first responders trained	389 (from 6/2017 to 6/2018)	139	239	275

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>E6: Countywide Outreach System</b>  (Data is for CES Outreach Teams, DHS Multidisciplinary Teams, and LAHSA Homeless Engagement Teams.)	Number of individuals initiated contact	17,929	6,009	10,788	16,123
	Number of individuals newly engaged during the reporting period	8,658	2,432	4,476	7,232
	Number of individuals engaged during the reporting period	9,257	7,507	9,231	11,776
	Number of individuals who received services or successfully attained referrals	6,833	3,052	5,199	7,876
	Number of individuals who were placed in crisis or bridge housing	1,164	300	698	1,184
	Number of individuals who were linked to a permanent housing resource	533	263	495	735
	Number of individuals who were placed in permanent housing	375	148	437	651

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
<b>E7: Strengthen the Coordinated Entry System (CES)</b>  (All data for this strategy is for the CES as a whole.)	Number of households assessed through CES	28,874	7,364	16,408	24,048
	Average length of time in days from assessment to housing match	208	197	215	243
	Average length of stay in days in crisis/bridge housing for those who exited in the reporting period	63	82	91	69
	Average acuity score of persons or households who have obtained permanent housing	7.43	7.7	8.9	9.3
	Number of persons/households who have increased their income	5,937	1,417	1,855	2,541
<b>E8: Enhance the Emergency Shelter System</b> (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	4,200	7,957	14,928
	Number of persons active in the program within the reporting period	15,970	9,491	13,120	19,769
	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%	786 (out of 2,829 total exits) = 28%	1,717 (out of 6,300 total exits) = 27%	2,965 (out of 13,176 total exits) = 23%

## Homeless Initiative Performance Data by Strategy

July 2018 - March 2019 (unless otherwise noted)

STRATEGY	METRIC	JULY 2017 TO JUNE 2018* (FULL FISCAL YEAR 2017/2018)	JULY 2018 TO SEPTEMBER 2018 (FISCAL YEAR 2018/2019, Q1)	JULY 2018 TO DECEMBER 2018 (FISCAL YEAR 2018/2019, Q1 & Q2)	JULY 2018 TO MARCH 2019 (FISCAL YEAR 2018/2019, Q1 - Q3)
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)	30% (26 out of 88 total exits)	33% (56 out of 169 total exits)	35% (108 out of 305 total exits)
	Percentage of E14 TAY participants who obtained employment during the reporting period	16% (47 out of 287 active participants)	13% (72 out of 539 active participants)	14% (90 out of 651 active participants)	15% (180 out of 735 active participants)
	Number of TAY participants who were assessed using the Next Step Tool	3,537	1,012	1,788	2,461

**Performance Data for Five Strategies by Service Planning Area (SPA)  
Fiscal Year 2018/2019, Quarter 1 - Quarter 3 (July 2018-March 2019)**

<b>B3: Partner with Cities to Expand Rapid Re-Housing</b>	<b>Number of individuals newly enrolled</b>	<b>Number of individuals active in the program within the reporting period</b>	<b>Number of B3 participants who secured permanent housing during the reporting period with or without a rapid rehousing subsidy</b>
Total	8,857	19,747	4,734
SPA 1	888	1,348	588
SPA 2	1,977	3,960	726
SPA 3	967	1,572	460
SPA 4	2,100	2,744	771
SPA 5	292	1,314	289
SPA 6	1,883	5,103	996
SPA 7	908	2,227	366
SPA 8	736	1,570	547

<b>B3: Partner with Cities to Expand Rapid Re-Housing</b>	<b>Of B3 Participants who secured housing with a rapid rehousing subsidy, number who remained in permanent housing upon exiting the RRH program</b>	<b>Of B3 Participants who secured housing with a rapid rehousing subsidy, number who exited the RRH program</b>	<b>Of B3 Participants who secured housing with a rapid rehousing subsidy, percentage who remained in permanent housing upon exiting the RRH program</b>
Total	1,422	1,734	82%
SPA 1	207	233	89%
SPA 2	147	190	77%
SPA 3	159	176	90%
SPA 4	286	358	80%
SPA 5	67	89	75%
SPA 6	329	435	76%
SPA 7	67	73	92%
SPA 8	160	181	88%

**Performance Data for Five Strategies by Service Planning Area (SPA)  
Fiscal Year 2018/2019, Quarter 1 - Quarter 3 (July 2018-March 2019)**

<b>B7: Interim/Bridge Housing for Those Exiting Institutions</b>	<b>Number of individuals who have been served with B7 funded interim/bridge housing</b>	<b>Number of B7 participants who exit to a permanent housing destination</b>
Total	2,789	440
SPA 1	79	4
SPA 2	157	7
SPA 3	374	7
SPA 4	771	89
SPA 5	149	3
SPA 6	495	68
SPA 7	421	40
SPA 8	345	5

<b>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing*</b>	<b>Number of D7 participants newly placed in housing</b>
Total	1,599
SPA 1	182
SPA 2	309
SPA 3	109
SPA 4	328
SPA 5	25
SPA 6	269
SPA 7	102
SPA 8	261
SPA Unknown	14

\*D7 SPA data is based on location where participant is housed.

**Performance Data for Five Strategies by Service Planning Area (SPA)  
Fiscal Year 2018/2019, Quarter 1 - Quarter 3 (July 2018-March 2019)**

<b>E6: Countywide Outreach System**</b>	<b>Number of unduplicated individuals initiated contact</b>	<b>Number of unduplicated individuals newly engaged during reporting period</b>	<b>Number of unduplicated individuals who received services or successfully attained referrals</b>
Total	16,124	7,232	7,876
SPA 1	823	685	641
SPA 2	884	393	455
SPA 3	1,803	751	875
SPA 4	3,175	1,131	1,337
SPA 5	717	595	592
SPA 6	1,917	642	734
SPA 7	2,167	914	1,004
SPA 8	1,511	516	623
Multiple SPA/ No SPA Specified	3,471	1,743	1,767

<b>E6: Countywide Outreach System**</b>	<b>Number of unduplicated individuals who are placed in crisis or bridge housing</b>	<b>Number of unduplicated individuals who are linked to a permanent housing resource</b>	<b>Number of unduplicated individuals who are placed in permanent housing</b>
Total	1,184	735	651
SPA 1	52	87	72
SPA 2	66	65	39
SPA 3	133	100	76
SPA 4	278	120	123
SPA 5	32	17	14
SPA 6	64	57	80
SPA 7	91	75	52
SPA 8	78	60	61
Multiple SPA/ No SPA Specified	395	156	136

\*\*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.

**Performance Data for Five Strategies by Service Planning Area (SPA)  
Fiscal Year 2018/2019, Quarter 1 - Quarter 3 (July 2018-March 2019)**

<b>E8: Enhance the Emergency Shelter System</b>	<b>Number of individuals who entered E8 interim/crisis/bridge housing programs in the reporting period</b>	<b>Number of individuals who have been served by E8 funded interim/crisis/bridge housing beds</b>
Total	7,957	13,120
SPA 1	698	1,126
SPA 2	926	1,821
SPA 3	810	1,299
SPA 4	1,520	2,419
SPA 5	276	530
SPA 6	2,930	4,602
SPA 7	459	871
SPA 8	522	790

## Demographic Enrollment/Service Data for Select Homeless Initiative Strategies for July 2018 - March 2019

Demographic Category		B3: Rapid Re-Housing		B7: Interim Housing for Those Exiting Institutions		D7: Permanent Supportive Housing		E6: Countywide Outreach System	
		Number Newly Enrolled	Number Served	Number Newly Enrolled	Number Served	Number Newly Enrolled	Number Served	Number Newly Enrolled	Number Served
<b>Total individuals</b>		8,857	19,747	1,960	2,789	2,934	5,546	16,123	23,502
<b>Age</b>	Under 18 (unaccompanied)	-	-	-	-	-	-	61	115
	Under 18 (in a family)	3,727	8,074	1	1	3	8	24	28
	18-24	915	2,055	139	184	105	180	855	1,245
	25-54	3,530	7,946	1,406	1,935	1,515	2,803	8,923	12,487
	55-61	412	979	284	456	680	1,359	2,197	3,080
	62 & older	262	647	124	207	620	1,185	1,389	1,956
	Unknown	11	46	6	6	11	11	2,711	4,681
<b>Ethnicity</b>	Hispanic/Latino	3,474	7,227	703	993	833	1,568	5,285	7,275
	Not Hispanic/Latino	5,103	11,907	1,092	1,580	2,031	3,869	9,597	13,609
	Unknown	280	613	165	216	70	109	1,241	2,618
<b>Race</b>	White	3,619	7,456	876	1,224	1,155	2,251	8,444	11,617
	Black/African- American	4,085	9,803	574	830	1,311	2,447	4,868	7,040
	Asian	57	137	24	38	60	112	193	259
	American Indian/Alaskan Native	88	188	31	53	41	86	242	348
	Native Hawaiian/Other Pacific Islander	43	123	16	24	14	26	135	170
	Multi-Racial/Other	252	605	210	305	172	349	262	370
	Unknown	713	1,434	229	315	181	275	1,979	3,698
<b>Gender</b>	Female	4,959	11,068	575	805	1,146	2,110	5,658	8,185
	Male	3,853	8,554	1,363	1,944	1,759	3,387	10,007	14,375
	Transgender Male to Female	18	43	19	32	22	40	126	184
	Transgender Female to Male	9	21	2	6	3	4	14	21
	Other	7	9	-	-	3	4	11	17
	Unknown	11	52	1	2	1	1	307	720
<b>Individuals at risk of Homelessness</b>		-	-	22	33	-	-		
<b>Homeless Individuals</b>		8,857	19,747	1,960	2,830	2,934	5,546	16,123	23,502
<b>Chronically Homeless Individuals</b>		1,186	2,693	1,266	1,768	2,503	4,583	2,499	3,617
<b>Veterans</b>		43	97	73	88	121	274	533	721
<b>Individuals in Families with Minor Child(ren)</b>		6,100	13,442	143	175	3	12	40	57
<b>Families with Minor Child(ren)</b>		1,773	3,887	1	1	3	9	13	18

		<b>E8: Emergency Shelter</b>	
<b>Demographic Category</b>		<b>Number Newly Enrolled</b>	<b>Number Served</b>
<b>Total individuals</b>		14,928	19,769
<b>Age</b>	Under 18 (unaccompanied)	28	52
	Under 18 (in a family)	2,892	4,466
	18-24	1,486	1,881
	25-54	7,416	9,478
	55-61	1,742	2,169
	62 & older	1,349	1,691
	Unknown	15	32
<b>Ethnicity</b>	Hispanic/Latino	4,597	6,114
	Not Hispanic/Latino	10,031	13,211
	Unknown	300	444
<b>Race</b>	White	6,038	7,805
	Black/African- American	7,145	9,693
	Asian	169	208
	American Indian/Alaskan Native	215	256
	Native Hawaiian/Other Pacific Islander	108	134
	Multi-Racial/Other	399	536
	Unknown	854	1,137
<b>Gender</b>	Female	6,300	8,723
	Male	8,480	10,861
	Transgender Male to Female	91	111
	Transgender Female to Male	15	18
	Other	17	22
	Unknown	25	34
<b>Individuals at risk of Homelessness</b>		-	-
<b>Homeless Individuals</b>		14,928	19,769
<b>Chronically Homeless Individuals</b>		2,423	4,549
<b>Veterans</b>		443	928
<b>Individuals in Families with Minor Child(ren)</b>		3,662	7,714
		1,075	2,230
<b>Families with Minor Child(ren)</b>		28	37

**Notes:**

- "Newly enrolled" refers to all participants enrolled during the reporting period (July 2018-March 2019)
- "Number served" refers to all participants served during the reporting period, some of whom were enrolled prior to the reporting period.
- Strategy E6: Outreach includes three types of outreach teams - Coordinated Entry System Teams, Department of Health Services' Multidisciplinary Teams (MDTs), and Los Angeles Homeless Services Authority (LAHSA) Homeless Engagement Teams (HETs). The data provided is deduplicated. Family counts for the E6 data may be underrepresented due to incomplete household identifying data.

**RESPONSES TO BOARD MOTIONS  
FEBRUARY 16, 2019 – May 15, 2019**

From February 16 to May 15, 2019, the Chief Executive Office (CEO) responded to eight Board motions related to homelessness. Summaries of these reports are below.

**Enhancing the Coordinated Entry System (CES) for Homeless Families  
(Item #12, Agenda of December 18, 2018)**

*Submitted on February 20, 2019*

On December 18, 2018, the Board of Supervisors (Board) directed the CEO, to work the Los Angeles Homeless Services Agency (LAHSA), the Community Development Commission (CDC), Department of Public Social Services (DPSS), Department of Health Services (DHS), Department of Mental Health (DMH), the Departments of Public Health (DPH) and Children and Family Services (DCFS), in consultation with Coordinated Entry System for Families (CESF) lead agencies to report back on the following:

- An evaluation of the functioning of CESF, with an outline of services and programs available to homeless families, along with policy and program recommendations;
- A template for a consolidated recurring report on the CESF that includes data from multiple departments and allows the Board to monitor CESF's functioning;
- Analysis of promising practices and recommendations for transitioning families from interim housing into permanent housing, based on various CESF program components and each component's contracted capacity, enrollment, spend down of funds, average time to housing placement, and an estimate of additional funding needs for the various services and programs; and
- Needed legislation at the federal, state, or local level to improve outcomes for homeless families.

The CEO submitted an interim response on February 20, 2019, which included information on the formation of the Stakeholder Workgroup convened to respond to the Board Motion and the process and focus of the Stakeholder Workgroup and Subgroups. Additionally, the interim response provided the expected outline of the report, including a description of each expected section of the report. The next report is targeted for May 20, 2019.

**Addressing the Needs of Homeless Older Adults  
(Item No. S-1, Agenda of May 15, 2018)**

*Submitted on March 15, 2019*

On May 15, 2018, the Board directed the CEO, in collaboration with LAHSA, the Departments of Workforce Development, Aging and Community Services, DHS, DMH, DPSS, the CDC/Housing Authority of the County of Los Angeles (HACoLA), and the Los Angeles City Department of Aging to report back to the Board in 90 days with the following information:

- 1) A description of what has been done to address the needs of older adults experiencing homelessness;
- 2) An assessment of the ways in which Measure H-funded strategies are addressing the needs of older adults; and
- 3) Any opportunities to strengthen the response to the needs of older adults in the future.

The CEO previously submitted reports on August 15, 2018 and November 15, 2018. The March 15, 2019 report included Homeless Initiative (HI) Strategy performance data (July 2017-December 2018), updates on the three pilots currently in place, and descriptions of the status of the ten opportunities identified in the previous reports.

The CEO, collaborating County departments, and agencies continue to make significant progress on the identified opportunities to further enhance services for older adults experiencing homelessness. The next report will be submitted to the Board on September 16, 2019.

**Child Care for Homeless Families**  
(Item #26, Agenda of June 13, 2017)

*Submitted on March 19, 2019*

On June 13, 2017, the Board directed the CEO to work with DPSS, the CEO's Office for Advancement of Early Care and Education, DCFS, First 5 LA, and any other relevant County departments and community child care providers to report back on barriers to accessing child care, an assessment of child care needs, and recommendations to increase access and funding for child care for families experiencing homelessness.

On March 19, 2019, the CEO provided an interim update on progress made on the Board's Directives. This update also highlighted new efforts around a Request for Proposals released by the Child Care Resource Center (CCRC) to evaluate the child care needs of families who experience homelessness and the efforts of a workgroup responding to the above-referenced Board Motion on Enhancing the CESF. Five interim responses addressing the various deliverables of this motion were previously submitted. The next report, which will be provided by November 22, 2019, will include: 1) an update and recommendations resulting from research commissioned by CCRC; and 2) the recommendations on the CESF Board Motion impacting child care for homeless families.

**An Interim Report on Using Analytics to Effectively Identify Homeless Populations**  
(Item #17, Agenda of October 30, 2018)

*Submitted on April 17, 2019*

On October 30, 2018, the Board directed the CEO to report back in writing in 90 days with an overview of existing efforts within the County to refine and improve data collection regarding homelessness and a proposed approach to integrating new data collection tools into the County's existing efforts to combat and prevent homelessness. With input

from CEO-HI and LAHSA, the Chief Information Office (CIO) drafted a report assessing both the value and limitations of the data sources and analytic methods currently available to inform the countywide effort to combat homelessness. This draft report also establishes the basis for obtaining and deploying new data collection tools to address ongoing information gaps.

The CIO's draft report includes a series of complex recommendations with significant implications for multiple agencies and organizations inside and outside County governance. Since these stakeholders would be asked to make enhancements or modifications to their existing operations, it is necessary to provide them with sufficient time to provide input on the feasibility and expected impacts of the recommendations. CIO is currently gathering feedback and suggestions from reviewers, which will be used to add a consensus implementation plan to the report. The final report will be submitted to the Board by June 30, 2019.

### **Increasing Transparency and Accountability within Homeless Services Funding (Item #3, Agenda of January 8, 2019)**

*Submitted on April 24, 2019*

On January 8, 2019, the Board directed the CEO to work with LAHSA to provide fiscal reports on Measure H funding to the Board on a quarterly basis and to establish a protocol to provide formal notice to the Board of any significant fiscal shifts that impact homeless service contracts, such as cancellation of a Request for Proposals. This motion resulted in the following actions:

- The CEO collaborated with LAHSA to create a more frequent Measure H claiming schedule, which allows for the CEO to better track and analyze spending of Measure H funds administered by LAHSA.
- LAHSA will provide the CEO with detailed line item budgets for each HI strategy receiving Measure H funding.
- In consultation with the CEO, LAHSA will provide the Board with Measure H spend-down reports no later than 45 days after the close of each quarter. The first report will be provided to the Board by November 15, 2019, following the first quarter of FY 2019-20.
- The CEO collaborated with LAHSA to create a formal policy to facilitate communication between LAHSA Finance and Contracts divisions to improve budget planning for procurements.
- LAHSA has created a protocol to notify the CEO and the Board of any significant shifts in funding that will affect LAHSA's procurement schedule.

**Re-Orienting Transition Age Youth Systems of Care to Support Housing Stability  
(Item # 2, Agenda of November 20, 2018)**

*Submitted on April 24, 2019*

On November 20, 2018, the Board directed the CEO, DCFS, Probation, DMH, and LAHSA to report back on 11 deliverables with varying intervals for reporting, ranging from 30-180 days, all focused on enhancing the Transition Age Youth (TAY) systems of care to support housing stability.

The CEO submitted an interim response highlighting five specific deliverables of the Board Motion as follows:

- Report by DCFS on available funding to increase capacity in the Transitional Housing Placement - Plus (THP-Plus) Program by at least 50% and at least an additional 33% increase in the Transitional Housing Placement Plus Foster Care (FC) Program, now referred to as Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD), including an assessment of bed rates and expanding the range of programs and after care to ensure the placement's success;
- Report by Probation on available funding to expand housing opportunities for youth exiting the juvenile justice system;
- Report by DCFS, Probation and LAHSA on structural challenges to increasing the effectiveness of the Independent Living Program (ILP) and recommendations for how to overcome those challenges;
- Report by DCFS, DMH, LAHSA and CEO on 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 beyond THP-Plus and THPP-NMD and ILP; and
- Report by DCFS and Probation, in consultation with DMH, LAHSA, and CEO on a staffing plan to enhance each Department's effort to prevent discharges into homelessness.

By July 23, 2019, the CEO will report on various deliverables that will highlight efforts around discharge plans, a homelessness diversion framework, and enhancing data collection and reporting mechanisms for TAY housing programs

**Improved Communication and Homeless Data Sharing with Cities  
(Item # 8, Agenda of April 2, 2019)**

*Submitted on May 7, 2019*

On April 2, 2019, the Board directed the CEO-HI, in conjunction with LAHSA, to (1) report back with recommendations to streamline contracting processes with local cities and Continuums of Care (CoCs) for more efficient delivery of homeless services within 45 days and (2) establish regular listening sessions and communication mechanisms to

have a meaningful exchange of information, including city-level data on Measure H-funded services to cities, CoCs and Councils of Governments (COGs) within 30 days.

CEO submitted a report describing existing contracting efforts with cities, CoCs, and COGs. The report indicates that contracting with COGs has not been cumbersome and streamlining is not needed. For future RFPs to provide Measure H funds to cities, CEO-HI will lengthen the RFP response period to allow cities more time to go through their internal administrative and budgetary processes. To expedite contracts with CoCs, negotiations for the FY 2019-20 contracts will be completed in June 2019, with agreements executed by September 2019. This same timeline will be followed in subsequent fiscal years.

To improve communication with Cities, CoCs, and COGs, the CEO-HI, in partnership with DHS and LAHSA, will work with each COG in the County to plan and conduct regular listening sessions. The report also outlines other measures to improve communications, such as regular updates from LAHSA; distribution of the CEO-HI newsletter to COGs; development of a city-specific training curriculum for cities to use in training their staff; elected officials, and constituents about homeless services and issues; and quarterly reporting of city-level data on Measure H outcomes.

**Service Planning Area Weekend Homeless Outreach**  
(Item #2, Agenda of May 15, 2018)

*Submitted on May 8, 2019*

On May 15, 2018, the Board directed the CEO, in conjunction with LAHSA and the Health Agency to:

1. Allocate funding to support one additional LAHSA Homeless Engagement Team (HET) on weekends in Service Planning Area (SPA) 3;
2. Report back with a countywide implementation plan to reserve a number of shelter beds and/or motels vouchers for individuals engaged by weekend HET;
3. Report back with data on weekend outreach; and
4. Report back with recommendations for effective models for expanding access to services and interim housing outside of normal business hours.

In this response to the Board, the CEO submitted the first six-month report on data for weekend outreach, the implementation status of weekend outreach teams, and results from a survey conducted of outreach workers on the effectiveness, successes and challenges regarding weekend outreach. The next six-month report will be provided in October 2019.



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



HOUSING INNOVATION CHALLENGE ▪ SUMMARY REPORT ▪ MAY 2019

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# INTRODUCTION

Homes end homelessness. We know this, but supportive housing is expensive to produce and slow to come online. It can cost \$500,000 to finance one unit of supportive housing and take years to build. With a dearth of over 560,000 affordable units for the lowest-income renters, construction and finance innovations are imperative. These numbers tell us that more than ever, we need a wider network of partners, new collaborators in this space, and all hands on deck.

In the first 18 months of Measure H implementation from July 2017 - December 2018, over 11,000 individuals and family members have been permanently housed . While the County is making measurable progress on its commitment to prevent and combat homelessness, this humanitarian crisis that continues to unfold across communities in LA County demands sustained focus and collaboration with partners, stakeholders, and the community at large.

One of the strategies receiving Measure H funding, Strategy F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals, included a a one-time \$5Million Housing Innovation Fund. The Fund was intended to spur proposals falling outside the eligibility criteria of tax-credit financed projects and, to that end, went toward funding the Housing Innovation Challenge (Challenge). The Challenge was developed to solicit the best and brightest ideas around innovative housing solutions and to create a pathway to fund these projects.

The Challenge invited the community at large to submit creative, scalable permanent housing solutions for those experiencing homelessness. Proposals could be innovative construction methods and/or financing mechanisms. Out of 53 total submissions, four \$1M grants and one \$500K grant were awarded to those proposals that could deliver permanent housing faster and more cost-effectively. This effort provided a unique opportunity to inspire game-changing housing solutions and galvanize more partners to join the countywide movement to prevent and combat homelessness.

This report describes the process of developing the Challenge and summarizes the five winning proposals.



# PROCESS

## *Process*

- Obtained Board approval to contract with Common Pool, described immediately below, to administer the Call for Proposals
- Worked with County Counsel and Community Development Commission to develop guidelines of the Challenge and resulting contracts
- Release of Call for Proposals
- Recruitment of Judges
- Applicant Webinar
- Judges Webinar
- Administrative Review of Applications
- Evaluation Panel Review of Application
- Selection Committee Review and Final Recommendations
- Announcement of Winners

## *Consultant*

Common Pool is a consulting firm focused exclusively on the design, development, and management of prize competitions, challenges, and other forms of incentive-based programs to solve the world's most challenging problems. Their clients and partners comprise a wide range of public, commercial, and philanthropic organizations. Their programs focus on creating a fair, open, and transparent process. For the Challenge, Common Pool developed a user-friendly application and an intuitive online platform to make the Challenge as accessible as possible to a broad and diverse pool of participants.

## *Judges*

The judges were recruited based on their expertise and experience. Judges were drawn from planning agencies, affordable housing developers and lenders, academia, and architecture and design. Together they hold a tremendous breadth of knowledge in affordable housing development, finance, and policy. Evaluation Panel members conducted a first review of the proposals, and the top 12 were forwarded to the Selection Committee for final review.

## *Evaluation Criteria*

The judges scored each proposal based on four key criteria:

- **Creative:** Is the proposed solution innovative? Does it have the potential to result in more cost-effective, expeditious development?
- **Achievable:** Does the proposal demonstrate a feasible plan, timeline, and budget?
- **Scalable:** Is the proposal replicable and/or well-positioned to become a model to have impact on a larger scale?
- **Meaningful:** Does the proposal address homelessness in a responsive and dignified way? If implemented, does this proposal have the potential to transform lives?



## EVALUATION PANEL



Milton Curry  
Dean of Architecture,  
USC



Helmi Hisserich  
Director of Housing  
Strategies,  
HCID LA



Clint Lee  
Section Manager,  
LA County Dept. of  
Public Works



Geoffrey Siebens  
Assistant Director,  
Community  
Development Authority



Matthew Glesne  
Housing Planner,  
LA Department of  
City Planning



David Howden  
Director,  
Corp. for Supportive  
Housing



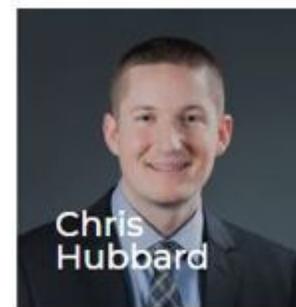
Helen Leung  
Co-Executive Director,  
LA Mas



Tim Soule  
Vice President,  
Meta Housing Corp.



Alan Greenlee  
Executive Director,  
Southern California  
Association of  
Nonprofit Housing



Chris Hubbard  
Senior Program Officer,  
California Community  
Foundation



Ramon Mendez  
Director of Solutions,  
Enterprise  
Community Partners



Tunua Thrash Ntuk  
Executive Director,  
LA Local Initiatives  
Support Corp.



## SELECTION COMMITTEE



**Senior Associate Architect**  
Gensler

*Leads Gensler's Initiative to address LA's homelessness crisis.*



**Director of Housing**  
City of Pasadena

*Oversees wide array of affordable housing and homeless programs.*



**Urban Planning Professor**  
UCLA Luskin School of Public Affairs

*Expert in real estate financial analysis and affordable housing development.*



# WINNERS OF THE HOUSING INNOVATION CHALLENGE

# COMMUNITY CORP. OF SANTA MONICA

## \$1,000,000

### *Developer and Principal Lead*

Community Corp. is a non-profit organization established in 1982 by community stakeholders to address local affordable housing needs. Their mission is to improve long-term quality of lives and neighborhoods. To this end, Community Corp. has built and rehabilitated over 1,700 affordable housing units in Santa Monica in over 100 different development sites.

### *Design Lead*

Brooks + Scarpa Architects is a private architectural firm known for creating innovative and sustainable affordable housing. They have completed over 100 units of affordable housing in Santa Monica.

### *Manufacturer/Builder*

Plant Prefab is a prefab home manufacturer with a factory in Rialto, California. Their mission is to make it easy to build homes that are healthy and sustainable.



### Proposal

Community Corp. of Santa Monica has partnered with Brooks + Scarpa and Plant Prefab to design and develop a prefab kit-of-parts called NEST.

NEST is a scalable infill solution that can be configured in a multitude of ways on a typical lot size of 50x150, or a combination of them.

The proposed development is a 2,200 sf building made up of 7 modules: 5 bedrooms, a shared kitchen, bathrooms, and community space. This pilot development is a beta-test for larger scalable implementation of multi-unit supportive housing.

### Use of Funding Requested

Requested funding of \$1M will be used for construction materials, building permits, and labor for onsite construction.

Site Location	Santa Monica
Target Population	Transition Age Youth
Number of Units	5
Total Cost per Unit	TBD
HIC Contribution per Unit	\$200,000
Time to Completion	24 months from contract execution

*“We believe design is a basic civil right and that this right should be leveraged to build housing for the homeless, to find solutions where others cannot, and showcase what is possible.”*

# FLYAWAY HOMES

## \$1,000,000

### Developer and Principal Lead

Flyaway Homes develops communities funded with social impact equity. Their communities are built by right and use modular construction. Once complete, the entire community is master-leased to The People Concern, which provides essential supportive services.

### Construction Lead

Noyan Uras/WEST Builders has over 18 years of construction and design-build experience with a background in structural engineering.

### Strategic Partner

The People Concern is one of the largest homeless service providers in LA County. They will be deeply integral to the design process and will provide ongoing wraparound services to ensure that new tenants not only survive, but thrive.



### Proposal

Flyaway Homes has introduced a model that can scale up and permanently house people experiencing homelessness more quickly and less expensively. Their flagship development at 820 W. Colden Ave was permitted in 3 months, had an active construction time of 7 months, and cost about \$109,000 per person.

Flyaway projects are intentionally built on smaller sites to blend into and uplift surrounding neighborhoods, and house people who are homeless near where the development will be built. Because they build by right and their developments are less than 50 units, there is no formal approval process. By relying on private equity, they approach their projects as viable real estate investment vehicles.

### Use of Funding Requested

Requested funding for \$1M will be used toward land acquisition. The completed project will provide housing for 59 high acuity individuals or families.

Site Location	Multiple Locations
Target Population	Chronically homeless individuals
Number of Units	29
Total Cost per Unit	\$288,000
HIC Contribution per Unit	\$34,500
Time to Completion	24 months from contract execution

*“We design our buildings specifically for the ease and comfort of our tenants. The community environment with supportive services will enable each resident to start rebuilding his/her life.”*

# LifeArk

## \$1,000,000

### Architect and Principal Lead

LifeArk is the social innovation R&D arm of GDS Architects, an internationally recognized firm specializing in large scale mixed-use developments, high rises, and transportation projects in Asia and the U.S.

### Development Lead

United Trust Realty Corporation is a real estate developer who shares in the vision and mission of LifeArk. Its principals have been involved in over \$300 million of real estate transactions.

### Strategic Partner

Illumination Foundation (IF) provides comprehensive housing, health, and supportive services for the most vulnerable homeless individuals and families. IF is a national leader in recuperative care services, and is a v County Department of Health Services contractor for recuperative care, housing, and Intensive Case Management Services.



### Proposal

The concept for LifeArk began in the flood-prone Amazon region. The characteristics that shaped the basic principle of LifeArk – easy to assemble, highly adaptable and affordable, but robust enough to handle the forces of nature – translated to a viable solution for the housing crisis in LA, where LifeArk is based.

The standardized kit-of-parts can transform into an infinite array of configurations on nearly any sized lot, even odd-shaped ones. LifeArk is an entirely new building process utilizing composite polymer manufacturing. The inaugural project will demonstrate how design of structures and programs can engender a sense of community and restore dignity and well-being for people transitioning out of homelessness.

### Use of Funding Requested

Requested funding for \$1M will be used for land acquisition.

Site Location	City of El Monte
Target Population	Medically vulnerable individuals
Number of Units	18
Total Cost per Unit	\$90,000
HIC Contribution per Unit	\$55,000
Time to Completion	24 months from contract execution

*“We will build a community of dignified homes attuned to the needs of homeless individuals.”*

# United Dwelling

## \$1,000,000

### Principal Lead

United Dwelling was formed to pioneer the institutional development of affordable housing leveraging new ADU rules. With this funding, they aim to discover how much of a financial incentive would be needed to incentivize homeowners to rent to voucher recipients. United Dwelling envisions converting 3,000 detached garages to ADUs by 2022.

### Design and Construction Lead

Modative, LLC has 15 years of experiencing building small homes in Los Angeles. They are committed to delivering an exceptional living experience at an affordable price.

Modative employs 8 workers from Chrysalis, who make up 100% of their construction workforce. Modative is committed to continuing utilizing Chrysalis to staff their construction teams, offering people with no construction experience an opportunity to develop skills and make a living.



### Proposal

United Dwelling will lease two-car detached garages from single family homeowners and convert them into small, affordable studio homes. Due to recent State ADU legislation, the ADU permitting process is faster and easier than ever. The conversion of a garage into a living space does not require a community approval process, which can shorten the development timeline. Because the absence of any land cost associated with the development of an ADU considerably reduces the cost per unit.

United Dwelling has developed a landlord incentive program in the form of a monthly payment to homeowners who rent to housing voucher recipients. With this grant, United Dwelling hopes to discover how much incentive is required for homeowners to embrace formerly homeless tenants.

### Use of Funding Requested

Requested funding for \$1M will be used to implement a landlord incentive program.

Site Location	Multiple Locations
Target Population	Low acuity individuals
Number of Units	TBD
Total Cost per Unit	\$48,000
HIC Contribution per Unit*	\$500 per month
Time to Completion	< 24 months from contract execution

\*The HIC Contribution per Unit is not a subset of the Total Cost but rather the amount of the landlord incentive per unit.

## Restore Neighborhoods LA

### \$500,000

#### *Developer and Principal Lead*

Restore Neighborhoods LA (RNLA) is a nonprofit organization that has developed hundreds of units of affordable housing. RNLA is an industry leader in sustainably-designed, small-scale affordable housing.

#### *Finance Partner*

Genesis LA will provide project funding in the form of low-interest debt, aligning with RNLA's mission to attract capital to underinvested areas by financing innovative projects that demonstrate economic feasibility.

#### *Strategic Partners*

The County Department of Health Services (DHS) will provide rental subsidies and case management services for tenants.

Brilliant Corners is a nonprofit supportive housing agency that will provide tenant identification/screening and tenant support to the residents of this project.



#### Proposal

This proposal includes using rental subsidies provided by the County's Flexible Housing Subsidy Program to secure private sector financing to build inexpensive but high quality small multifamily buildings by right. Developing small bungalow style apartments is less expensive per unit and less time consuming than to build large scale projects. By partnering with Brilliant Corners, they can ensure equal resident services across the smaller project types.

Ownership stakes in the project will be offered to neighbors, turning community members into literal stakeholders and, in doing so, increasing community support for homeless housing projects and providing opportunities for neighbors to participate in the economic benefits of housing development in their community.

Once complete, their project will demonstrate an achievable solution to building smaller-scale housing for residents experiencing homelessness.

#### Proposal

Requested funding for \$500,000 will be used for land acquisition.

Site Location	South LA
Target Population	Anyone experiencing homelessness
Number of Units	8
Total Cost per Unit	\$153,000
HIC Contribution per Unit	\$62,500
Time to Completion	24 months from contract execution

*“Our goal is to demonstrate new approaches to building support for homeless housing projects by offering ‘skin in the game’ to neighbors.”*



# SUMMARY

Awardees Features	Community Corp. of Santa Monica	Flyaway Homes	LifeArk	United Dwelling	Restore Neighborhoods LA
Non tax-credit financed	✓ Combination of public and private funding	✓ Social impact equity	✓ Private equity	✓ Ground lease with landlord incentive payments	✓ CDFI, private investment, shared equity
By-right development	TBD	✓	No	✓	✓
Unconventional materials	✓ Prefab kit of parts	✓ Shipping containers	✓ Prefab kit of parts	✓ Prefab modular units	Conventional
Shared living	✓	✓	✓	No	No
Parcel size	Small	Small	Med-Large	Small	Small
Total Cost per Unit	TBD	\$288,572 *including land	\$90,000 *including land	\$48,000 *no land cost	\$153,000 *including land
HIC Contribution per Unit	\$200,000	\$34,500	\$55,000	\$500 per month*	\$62,500
Rapid delivery	Not more than 24 months from contract execution				

\*The HIC Contribution per Unit is not a subset of the Total Cost but rather the amount of the landlord incentive per unit.



## CONCLUSION

The Housing Innovation Challenge is part of a broad effort to utilize innovative methods for the development of housing for people experiencing homelessness. Of all the characteristics of the proposals, the most consistent include:

- Small infill parcels, underutilized parcels
- Non-tax credit financing
- By-right development
- Off-site construction
- Consistency and repetition of design across units

The Homeless Initiative and Community Development Authority will closely track the progress of the winning proposals and monitor affordability for the ten-year requirement period. By testing whether these proposals will in fact result in building housing faster and at a lower cost, these models could provide the foundation needed to scale operations across the County and allow other developers to replicate these efficiencies while allowing for customization to serve different populations.

While new, creative techniques can help move the needle toward faster and cheaper development, they are not intended to be a replacement for the traditional approach to development. Rather, these innovations are intended to add to the development toolkit and provide more options for developers and tenants alike. The Homeless Initiative seeks to support and pursue as many options as possible to build safe and affordable housing to bring our homeless neighbors home, in collaboration with a broad and diverse network of partners and stakeholders.



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



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