



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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

SACHI A. HAMAI  
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November 9, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
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Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai *John Jones, Jr.*  
Chief Executive Officer

## HOMELESS INITIATIVE QUARTERLY REPORT NO. 7

On February 9, 2016, the Board of Supervisors (Board) approved the Los Angeles County Homeless Initiative (HI) recommendations, which included 47 Strategies to 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. These Strategies are now also included in the CEO's quarterly reports. This is the seventh quarterly report that the CEO has provided to the Board. The report addresses the implementation status of the 51 Homeless Initiative Strategies with highlights and impact stories, status of Board directives and motions, and other key HI activities.

### Status Update on HI Strategies and Implementation Highlights

Of the 51 HI Strategies approved by the Board, 40 have been fully or partially implemented, as reflected in Attachment I, Implementation Status Update Chart. Of the 17 original HI Strategies now funded through Measure H, all except two have been implemented. Implementation status and next steps for the 51 HI Strategies can be found in Attachment II.

County departments/agencies and their community partners have made substantial progress in implementing the HI Strategies approved by the Board. On September 21, 2017, the CEO submitted final implementation plans for 19 Measure H-funded HI Strategies. The plans were developed by the lead County departments/agencies for each Strategy in consultation with the County HI team. The plans were also presented to the Homeless Policy Deputies at their July and August meetings; their input was incorporated into the final versions of the plans.

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

The impact of the HI is illustrated in Attachment III, which includes stories of formerly homeless families and individuals who have received assistance through HI Strategies. In addition, implementation highlights for selected Strategies include:

- **A1: Homeless Prevention Program for Families**

From July through September 2017, 547 families received homeless prevention services through the Family Solutions Centers. Of the 52 families that completed the homelessness prevention program, 38 (73%) retained permanent housing.

- **B4: Facilitate Utilization of Federal Housing Subsidies**

As of September 29, 2017, the Housing Authority of the County of Los Angeles (HACoLA) received 620 landlord requests to participate in the Homeless Incentive Program (HIP) and provided \$825,495 in incentive payments to help secure 520 vacant units for voucher holders. There were 426 formerly homeless families successfully housed, with an additional eight families in the final leasing stages.

- **B7: Interim/Bridge Housing for Those Exiting Institutions**

From July through September 2017, the Department of Health Services (DHS) provided interim housing to approximately 46 individuals who were discharged from private hospitals.

- **C4/C5/C6: Establish a Countywide SSI and Veterans Benefits Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness**

From April through September 2017, Countywide Benefits Entitlement Services (CBEST) teams assisted 2,320 disabled individuals with applications for Supplemental Security Income (SSI) and Veterans Disability Benefits.

- **D2: Expand Jail In-Reach**

As of September 2017, 4,540 clients have been engaged by the Jail In-Reach project. Following the initiation of project services at Pitchess Detention Center in September 2017, all Los Angeles County Sheriff's Department (LASD) jail facilities now have in-reach services.

- **D7: Provide Services and Rental Subsidies for Permanent Supportive Housing**

The Health Agency began implementation on July 1, 2017. DHS increased Intensive Case Management Services which include comprehensive and multidisciplinary services to help homeless individuals and families meet their housing, health, and social service needs. The Department of Mental Health (DMH) also released a Statement of Eligibility and Interest to expand Full Service Partnership (FSP) programs that serve those with severe mental illness.

- **E4: First Responder Training**

As of September 30, 2017, 24 First Responder Training classes have been taught with approximately 618 deputies and sergeants attending.

- **E6: Countywide Outreach System**

During the last quarter, Multidisciplinary Teams (MDTs) made contact with more than 3,000 individuals, connected more than 1,000 individuals to services, placed 280 individuals into interim housing, linked 270 individuals to a permanent housing program, and placed 18 individuals into permanent housing.

- **E7: Strengthen the Coordinated Entry System**

In early October 2017, 33 existing Coordinated Entry System (CES) contracts were expanded with Measure H funds, increasing services for single adults, families, and youth, including a 300 percent increase in housing navigation services.

- **E8: Enhance the Emergency Shelter System**

As a result of Measure H funding, 200 units of interim housing for families were added through new site-based units and motel voucher funding. There was an increase of 84 interim beds that serve homeless clients with complex health and/or behavioral health conditions who need a higher level of support services than is available in most shelter settings. In October, Los Angeles Homeless Services Authority (LAHSA) awarded contracts for 150 crisis housing beds for single adults and 152 beds for youth (60 crisis beds and 92 bridge housing beds).

- **E14: Enhanced Services for Transition Age Youth**

From July through September 2017, 2,315 youth have been assessed using the Next Step Tool. During that period, 896 youth were placed in permanent housing through the Youth CES.

### **Responses to Board Motions**

During the last quarter (through October 12, 2017), the CEO responded to eight Board motions. For summaries of these reports, please see Attachment IV.

### **Other Key Homeless Initiative Activities**

- **Continua of Care Update**

On June 13, 2017, the Board approved the allocation of Measure H funding to the Glendale and Long Beach Continua of Care (CoC) and instructed the CEO to work with LAHSA and DHS to provide funding for five of the 21 Measure H Strategies. On October 24, 2017, the Board approved the allocation of Measure H funding to the

Pasadena CoC. Discussions with the CoCs are underway, and the CoCs are currently at various stages of the contract development process.

- **Coordination with Cities and Councils of Government**

During this quarter, the CEO worked with cities across the County in a range of ways to strengthen their contribution to the countywide movement to prevent and combat homelessness.

- **Contracts with Councils of Governments and City Planning Grants**

On June 13, 2017, the Board allocated \$2 million for regional coordination services by Councils of Government (COGs) and homelessness planning grants for cities in the Los Angeles Continuum of Care. Of these funds, the CEO allocated \$1.5 million for the cities and \$500,000 for COGs.

Contracts have been executed for the San Gabriel Valley and South Bay COGs. Contracts for the Gateway, San Fernando Valley, and Westside COGs will be executed during November or December. Work is underway with the Malibu-Las Virgenes COG. In the Antelope Valley, where there is no actual COG, discussions are underway about how to best utilize the funding allocated for coordination of services.

To assist cities to join the County in combating homelessness, the HI partnered with United Way's Home for Good Funders Collaborative to develop and release a Request for Proposals for City Homelessness Planning Grants on July 28, 2017. These range between \$30,000 and \$70,000, depending on LAHSA's 2017 Homeless Count data for each city. The goal of the grants is for the cities to develop individualized city homelessness plans, which will meet the needs of their local jurisdictions and align with Board-approved HI Strategies. On August 10, 2017, HI and the Funders Collaborative co-hosted an Information Session with prospective city applicants. On September 18, 2017, 47 cities submitted 45 proposals for a total amount of \$2,075,000. Two proposals were submitted jointly by pairs of cities. For a list of cities that submitted proposals, see Attachment V. The COGs were instrumental in engaging and providing technical assistance to the cities during proposal development.

The total requested amount exceeded the earmarked funding by \$575,000. On October 17, 2017, the Board approved the allocation of \$575,000 in additional one-time funding from the Provisional Financing Uses (PFU) budget unit to ensure adequate funding for all city homelessness planning proposals that were determined to warrant funding through the proposal evaluation process.

On October 18, 2017, the Funders Collaborative deliberated on the cities' proposals and agreed to award conditional grants to all 45 proposals, pending development of an outcome-driven statement of work for each contract between the CEO and cities. The Funders Collaborative and HI will co-host a mandatory Grantees Orientation on November 29, 2017, to establish mutual understanding of the project goals, process, and desired regional outcomes. Awarded cities will submit their final Homelessness Plans by March 31, 2018, unless they submit a request seeking an extension of one to three months.

- **Cities' Summit**  
The HI hosted the 2<sup>nd</sup> Cities' Summit to Combat Homelessness on September 27, 2017. The City of Carson provided the Summit venue and supported the event. Nearly 300 County and city elected officials, city management/representatives, County departments, COG representatives, and Coordinated Entry System providers attended to discuss Homeless Initiative Strategies, with an emphasis on Measure H-funded Strategies that are particularly relevant to cities.
- **Permanent Supportive Housing Memoranda of Understanding with Cities**  
On August 22, 2017, the Board approved a motion directing the CEO to negotiate and execute Memoranda of Understanding with cities to increase the supply of Permanent Supportive Housing (PSH). As part of the motion, the Board approved a template MOU, which will serve as a starting point for discussions with interested cities. The CEO has reached agreement on a PSH MOU with the City of Los Angeles, and that MOU is scheduled to be executed this month. At the Cities' Summit, representatives of 16 cities expressed their interest in exploring a PSH MOU with the County, and preliminary discussions with those cities are currently underway.
- **AB 210/Prioritization of Housing and Services for Heaviest Users of County Services**  
County-sponsored AB 210 was signed into law by the Governor on October 7, 2017. AB 210 authorizes counties to establish homeless adult and family multidisciplinary personnel teams to facilitate the expedited identification, assessment, and linkage of homeless individuals and families to housing and supportive services within the County. It allows provider agencies to share confidential information in order to coordinate housing and supportive services, ensure continuity of care, and reduce duplication of services. AB 210 will be effective on January 1, 2018. HI is working with County Counsel and participating County departments/agencies to develop a protocol which will govern the sharing of

confidential information within these teams, and is aiming to begin implementing AB 210 in early 2018.

The new law will considerably aid in the County's efforts to prioritize the care of high-cost homeless single adults. Beginning in December 2016, the CEO has made available, to a group of County departments, files with the names of their clients who are among the 5 percent of homeless single adults who are the heaviest users of County services. These files do not currently include any past or current service information, but the enactment of AB 210 will enable service information to be shared, greatly enhancing the County's ability to prioritize housing and related services for heavy users of County services, as directed by the Board on February 9, 2016.

- **Measure H Citizens Oversight Advisory Board**

The Measure H Citizens' Oversight Advisory Board held its inaugural meeting on September 26, 2017. The Oversight Board's five members, each appointed by a member of the Board of Supervisors, will review and evaluate all Measure H spending. Their work is a crucial component of the accountability built into Measure H. At the meeting, the Advisory Board selected Christine Margiotta, appointed by the Third Supervisorial District, to be the Chairperson. The next two meetings will take place in December 2017, and February 2018.

- **Interfaith Summit on Homelessness – Follow-up Actions**

On June 7, 2017, HI and LA Voice hosted the County's first Interfaith Summit on Homelessness. The Summit focused on combating homelessness by building a common vision and collaboration between faith organizations and the County, highlighting HI Strategies on which the County and faith organizations can partner, and creating avenues for faith organizations to align their work with broader efforts to combat homelessness across the County.

The HI and LAHSA hosted follow-up sessions in each of the County's eight service planning areas (SPAs). The follow-up sessions were designed to foster more in-depth conversations about meaningful partnerships between the County and faith organizations. These sessions also provided further information about various HI Strategies where there are the greatest opportunities for faith organizations to partner with the homeless service delivery system in support of homeless individuals and families.

In response to these efforts, thirty-one faith organizations have expressed interest in exploring partnerships with the County in support of one or more specific HI Strategies. HI lead agencies are reaching out to the faith organizations to discuss collaboration opportunities. Additionally, the HI continues to work with LA Voice to

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develop and provide capacity building opportunities for faith organizations. The HI has released a supplement to the Measure H contracting guide specifically for faith organizations.

- **National Alliance to End Homelessness Annual Award**

The County was awarded one of three prestigious Innovation and Excellence awards by the National Alliance to End Homelessness (NAEH). The award recognized the County's transparent and inclusive process for developing the HI Strategies and the successful passage of Measure H. Chairman Mark Ridley-Thomas, Phil Ansell, and I attended the award ceremony in Washington, D.C. on October 26, 2017.

The next HI quarterly report will be submitted on February 9, 2018. If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or at [pansell@ceo.lacounty.gov](mailto:pansell@ceo.lacounty.gov).

SAH:JJ:FAD  
PA:JR:EBI:ef

Attachments

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 Services Human Resources	Mental Health Military and Veterans Affairs Parks and Recreation Probation Public Health Public Library Public Social Services Public Works Regional Planning Registrar-Recorder/County Clerk Superior Court Workforce Development, Aging and Community Services LAHSA
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# Approved County Strategies to Combat Homelessness

## Implementation Status At-A-Glance

### November 2017

LEGEND		
Fully Implemented	Implementation targeted by January 2018	Implementation TBD
Partially Implemented	Implementation targeted by March 2018	

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

B. Subsidize Housing	A. Prevent Homelessness	C. Increase Income
B1 – Provide Subsidized Housing to Homeless, Disabled Individuals Pursuing SSI (H)	A1 – Homeless Prevention Program for Families (H)	C1 – Enhance the CalWORKS Subsidized Employment Program for Homeless Families
B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA	A2 – Discharge Planning Guidelines	C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise (H)
B3 – Partner with Cities to Expand Rapid Re-Housing (H)	A3 – Housing Authority Family Reunification Program	C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
B4 – Facilitate Utilization of Federal Housing Subsidies (H)	A4 – Foster Care Discharges	C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (H)
B5 – Expand General Relief Housing Subsidies	A5 – Homeless Prevention Program for Individuals (H)	C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (H)
B6 – Family Reunification Housing Subsidy (H)		C6 – Targeted SSI Advocacy for Inmates (H)
B7 – Interim/Bridge Housing for those Exiting Institutions (H)		C7 – Subsidized Employment for Adults (H)
B8 – Housing Choice Vouchers for Permanent Supportive Housing		
(H) – Strategies eligible to receive Measure H Funding	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)	

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. 7 – As of October 12, 2017

## 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>		
A1: Homeless Prevention Program for Families (H) <u>Actual Implementation Dates:</u> Phase 1: May 2016 Phase 2: November 2016	<ul style="list-style-type: none"> <li>As of October 1st, the Los Angeles Homeless Services Authority (LAHSA) selected three providers (LA House of Ruth, 1736 Family Crisis Center, and Volunteers of America) to test an assessment tool and procedure for identifying domestic violence (DV) among individuals and families served by all Coordinated Entry System (CES) for Family programs. The providers will offer both prevention and Rapid Re-Housing (RRH) services through DV/Intimate Partner Violence (IPV) agencies. Once tested, LAHSA will integrate use of the tool into Continuum of Care (CoC) provider business processes.</li> <li>In FY 2016-2017, 577 families received homeless prevention services through the Family Solutions Centers (FSCs). Between July 2017 and September 2017, 547 families received services (including some who entered the program in the prior fiscal year). In FY 2016-2017, 241 families completed the homelessness prevention program; 193 (80 percent) of those families retained permanent housing. Between July 2017 and September 2017, 52 families completed the homelessness prevention program; 38 (73 percent) of those families retained permanent housing.</li> </ul>	<ul style="list-style-type: none"> <li>LAHSA will finalize the pilot DV assessment tool and will work to integrate use of the tool into CoC provider business processes.</li> <li>LAHSA has developed a Request for Proposals (RFP) to expand legal services with Measure H funding. The RFP is expected to be released in October 2017.</li> </ul>
A2: Discharge Planning Guidelines <u>Actual Implementation Date:</u> June 2017	<ul style="list-style-type: none"> <li>The Discharge Guidelines have been vetted by the County departments and a group of community stakeholders.</li> <li>Revisions were included in the final version of the Guidelines based on input received from the community stakeholders, including the Hospital Association of Southern California (HASC).</li> </ul>	<ul style="list-style-type: none"> <li>Both County departments will continue screening and referring clients to the Program provider.</li> </ul>
A3: Housing Authority Family Reunification Program <u>Actual Implementation Date:</u> March 2016	<ul style="list-style-type: none"> <li>Probation and the Sheriff Departments continue to screen clients and make referrals for Program participation.</li> <li>662 screenings/referrals were conducted during this reporting period, and 21 were referred for Program eligibility assessment.</li> <li>The Program is only available to persons who reside in the City of LA, but many probationers reside in other cities and the unincorporated areas of LA County.</li> </ul>	<ul style="list-style-type: none"> <li>Continued collaboration with all partners on pilot implementation and implementation of enhanced policy around discharges.</li> <li>Internal discussion around resources to support additional staff and data collection.</li> </ul>
A4: Discharges from Foster Care and Juvenile Probation <u>Target Implementation Date:</u> November 2017	<ul style="list-style-type: none"> <li>Refresher training provided to Department of Child and Family Services (DCFS) regional offices to reinforce housing programs available to non-minor dependents. Emphasis was placed on the countywide housing programs eligible to DCFS and Probation participants.</li> <li>Policies and procedures that need to be enhanced/reinforced to prevent discharges into homelessness have been identified. Instructional curriculum is being developed in partnership with USC School of Social Work. The integration of discharge planning and exit destinations will be part of the curriculum, which will assist newly hired DCFS social work staff to understand the importance of tracking the youth's transition, as well as providing permanency options upon emancipation from foster care.</li> </ul>	

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>• DCFS and Probation have been collaborating with the Youth CES system to move forward with two separate pilots testing different approaches for connecting young people to the CES. Both pilots are funded through the Home for Good Funders Collaborative. Implementation planning began in July 2017, with expected implementation in January 2018. The following are brief descriptions of both pilots:</p> <ul style="list-style-type: none"> <li>◦ Pilot 1 focuses on serving AB 12 Youth in Service Planning Area (SPA) 2 who are eligible for the Supervised Independent Living (SILP) Program to learn about and practice strategies for serving non-minor dependents that are eligible for SILP but need some housing assistance and flex funding to support move-in costs. Youth will be connected to a housing navigator to help them find and secure SILP-approved housing.</li> <li>◦ Pilot 2 focuses on serving youth discharging from DCFS and the Probation Department in SPA 3. Through this pilot, the goal is to identify the best time to connect discharging youth to the Youth CES and strategies for streamlining the process to identify youth exiting care.</li> </ul> <p>• Exploring additional collocation of Youth CES providers in DCFS offices to ensure youth are connected to CES.</p> <p>• Continuing to explore resources and staffing focused on housing to support youth prior to discharge.</p> <p>• Continuing to explore additional data collection options in order to accurately capture housing needs and outcomes of youth exiting care.</p>	<p>• LAHSA is working with a consultant, Shelter Partnership, to develop a Scope of Required Services (SRS) and programmatic framework for legal services. Shelter Partnership conducted an analysis and made recommendations on how people should be screened and eligibility determined. Shelter Partnership held an input session with the legal provider community to inform its drafting of recommendation for the legal services program.</p> <p>• In October, LAHSA released an RFP (with a draft SRS) for prevention legal services, to be awarded in early 2018. LAHSA will provide the Homeless Policy Deputies with the SRS for review and comment. Their feedback will be incorporated into the final version of the SRS, to be included in the executed contracts.</p> <p>• LAHSA held a community input session and a session for persons with lived experience at the end of last fiscal year.</p>	<ul style="list-style-type: none"> <li>• In October, LAHSA will seek approval from its governing Commission to amend existing RRH contracts to include prevention.</li> <li>• LAHSA will enter into contracts in November with service provision beginning by January 1, 2018.</li> </ul>
<p><b>A5: Homeless Prevention Program for Individuals (H)</b></p> <p><u>Target Implementation Dates:</u> Homeless prevention services: January 2018 Legal services for people at risk of homelessness: February 2018</p>	<p><b>SUBSIDIZE HOUSING</b></p> <p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (H)</p> <p><u>Actual Implementation Dates:</u> Phase 1: June 2016 Phase 2: October 2016</p>	<ul style="list-style-type: none"> <li>• In July 2017, the Department of Public Social Services (DPSS) expanded the availability of B1 subsidies to all 14 General Relief (GR) Districts. With all 14 districts now accessing B1 subsidies, we have observed an increase in utilization of the B1 subsidies.</li> <li>• DPSS continues to work on automation to increase the housing subsidy amount from \$400 to \$475, which will go into effect by end of November 2017, for subsidies issued in December 2017.</li> </ul> <p>Phase 1 DPSS data as of September 30, 2017:</p> <ul style="list-style-type: none"> <li>• 1,653 individuals pursuing Supplemental Security Income (SSI) have been referred for a B1 GR Housing Subsidy interview;</li> <li>• 1,055 of the 1,653 or 64 percent of those referred were determined eligible for a subsidy and began actively searching for rental housing;</li> </ul> <ul style="list-style-type: none"> <li>• In November 2017, DPSS will meet with the updated list of community volunteers who expressed an interest in B1 and with the Lived Experience Advisory Group to share information regarding implementation of B1 Program enhancements.</li> <li>• Effective December 1, 2017, increase the housing subsidy to \$575 from \$500. New subsidy will</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps															
<ul style="list-style-type: none"> <li>395 of the 1,055 or 37 percent of the eligible individuals found housing within 45 days of beginning their search. 353 of those who found housing have had their housing approved and are currently using their B1 subsidy. The remaining 42 have found housing and submitted necessary paper work, but have yet to receive final approval and have a subsidy issued.</li> </ul> <p><u>Phase 2 Department of Health Services (DHS) data as of September 30, 2017:</u></p> <ul style="list-style-type: none"> <li>200 clients on the SSI path have been enrolled in DHS's B1 Program. Through June 30, 2017, DHS was a co-lead on this Strategy, providing a housing subsidy for homeless disabled individuals pursuing SSI who were justice-involved and/or had a greater service need than DPSS could meet, and/or need for a higher subsidy than the housing subsidy provided through DPSS. Beginning July 1, 2017, DHS relinquished its role in HI Strategy B1, since DHS will now serve the targeted higher need population under HI Strategy D7.</li> <li>50 percent of these clients have secured permanent housing, while the remainder are searching for permanent housing or working on the housing application/lease terms.</li> </ul>	<p><b>B2: Expand Interim Assistance Reimbursement (IAR) to additional County Departments and LAHSA</b></p> <p><u>Target Implementation Date:</u> March 2018</p>	<p>CEO continues discussion around assessment of requirements for DPSS, which has the lead role in collection of Interim Assistance Reimbursement (IAR) on behalf of additional County departments and LAHSA.</p> <ul style="list-style-type: none"> <li>Meeting with impacted departments will be scheduled in November 2017, to discuss collection requirements.</li> <li>Survey will be conducted with impacted County departments and LAHSA to determine volume of work that will be eligible for IAR.</li> <li>Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA.</li> </ul> <p><b>B3: Partner with Cities to Expand Rapid Re-Housing (H)</b></p> <p><u>Actual Implementation Dates:</u> DHS Housing and Jobs Collaborative (HJC): January 2016 LAHSA's Family and Youth Rapid Rehousing: September 2016 LAHSA's Single Adult RRH: July 2017</p> <ul style="list-style-type: none"> <li>DHS leads ongoing check-in calls with agencies and held an in-person meeting with Housing and Jobs Collaborative (HJC) program leads on October 10, 2017.</li> <li>Since the last quarterly report, Santa Monica executed an agreement with DHS to contribute funding to the B3 Program.</li> <li>DHS HJC Data update:</li> </ul> <table border="1" data-bbox="1237 777 1393 1537"> <thead> <tr> <th>Fiscal Year</th> <th>Enrolled</th> <th>Housed</th> </tr> </thead> <tbody> <tr> <td>2017-2018</td> <td>91</td> <td>106</td> </tr> <tr> <td>2016-2017</td> <td>880</td> <td>592</td> </tr> <tr> <td>2015-2016</td> <td>422</td> <td>77</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>1393</b></td> <td><b>775</b></td> </tr> </tbody> </table> <p>Data for LAHSA RRH programs, which are funded by multiple sources, including but not limited to Measure H and one-time Homeless Initiative resources:</p>	Fiscal Year	Enrolled	Housed	2017-2018	91	106	2016-2017	880	592	2015-2016	422	77	<b>TOTAL</b>	<b>1393</b>	<b>775</b>
Fiscal Year	Enrolled	Housed															
2017-2018	91	106															
2016-2017	880	592															
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<b>TOTAL</b>	<b>1393</b>	<b>775</b>															

Strategy Implementation Date (Actual or Target)	Status	Next Steps												
<ul style="list-style-type: none"> <li>In July 2017, <ul style="list-style-type: none"> <li>2104 families, 1600 single adults, and 184 youth, were enrolled, for a de-duplicated total of 3883, including new enrollments and continuing enrollments from the prior month.</li> <li>Exits to permanent housing (PH): 72 families (60 percent of program exits), 33 single adults (61 percent of program exits) and 5 youth (75 percent of program exits), for a total of 117 de-duplicated exits to PH (62 percent of program exits).</li> </ul> </li> <li>In August 2017, <ul style="list-style-type: none"> <li>2374 families, 1717 single adults, and 203 youth were enrolled, for a de-duplicated total of 4285, including new enrollments and continuing enrollments from the prior month.</li> <li>Exits to PH: 13 families (21 percent of program exits), 21 single adults (49 percent of program exits), and 4 youth (57 percent of program exits), for a total of 38 de-duplicated exits to PH (32 percent of program exits).</li> </ul> </li> </ul>	<table border="1" data-bbox="616 777 744 1537"> <thead> <tr> <th>Fiscal Year</th> <th>Enrolled</th> <th>Housed</th> </tr> </thead> <tbody> <tr> <td>2017-2018 (Q1)</td> <td>4892</td> <td>567</td> </tr> <tr> <td>2016-2017</td> <td>5404</td> <td>1529</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>6756</b></td> <td><b>2096</b></td> </tr> </tbody> </table>	Fiscal Year	Enrolled	Housed	2017-2018 (Q1)	4892	567	2016-2017	5404	1529	<b>TOTAL</b>	<b>6756</b>	<b>2096</b>	<ul style="list-style-type: none"> <li>Attended meetings and community events such as the Veteran Job and Resource Fair sponsored by Supervisor Solis, a HouseLA Event sponsored by Supervisor Hahn and City of Long Beach, Buildings Expo in Pasadena, Cities' Summit in Carson, and an Apartment Association Expo in Long Beach to market and educate the public on the Housing Authority of County of Los Angeles' (HACoLA's) incentive programs. Since the last quarterly update: <ul style="list-style-type: none"> <li>48 formerly homeless individuals and families were housed using unit hold incentive payments;</li> <li>Two requests for contingency funds were processed;</li> <li>Three claims for damage mitigation were approved;</li> <li>Three requests for vacancy loss payments were honored; and</li> <li>Eight requests for application and credit check fees were processed.</li> </ul> </li> <li><b>As of September 29, 2017:</b> <ul style="list-style-type: none"> <li>HACoLA received 620 landlord requests to participate in the Homeless Incentive Program (HIP);</li> <li>Provided \$825,495 in incentive payments to secure 520 vacant units for HACoLA voucher and certificate holders, with an additional 33 vacant units currently in process to receive incentive payments; and</li> <li>Successfully leased 426 formerly homeless families/individuals, with an additional eight families/individuals in the final leasing stages.</li> </ul> </li> <li>On April 11, 2017, the U.S. Department of Housing and Urban Development (HUD) deemed HACoLA a shortfall agency due to federal funding limitations. As such, no new homeless families/individuals can be admitted to HACoLA's Housing Choice Voucher Program at this time. However, lease-up activities continue with the Continuum of Care/Shelter Plus Care and VASH programs.</li> <li>An agreement between the Housing Authority of the City of Los Angeles (HACLA) and HACoLA, whereby HACLA will receive B4 funding, has been executed. Other Public Housing Authorities (PHAs) in the County have received the agreement and are reviewing with their respective counsels.</li> </ul>
Fiscal Year	Enrolled	Housed												
2017-2018 (Q1)	4892	567												
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<b>TOTAL</b>	<b>6756</b>	<b>2096</b>												

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<ul style="list-style-type: none"> <li>HACoLA is engaging DHS and the Department of Mental Health (DMH) to finalize the process for ensuring that incoming clients receiving housing vouchers from PHAs are connected to supportive services under Strategy D7.</li> </ul>	<p><b>B5: Expand General Relief Housing Subsidies</b></p> <ul style="list-style-type: none"> <li>DPSS continues to work on automation to increase the housing subsidy amount from \$400 to \$475, which will go into effect by the end of November 2017, for subsidies issued in December 2017, and beyond.</li> </ul> <p><u>Target Implementation Date:</u> December 2017</p>	<ul style="list-style-type: none"> <li>Effective December 1, 2017, increase the housing subsidy to \$575 from \$500. New subsidy will be \$475 per month, plus \$100 from each participant's GR grant.</li> <li>In November 2017, convene meeting with community volunteers and Lived Experience Advisory Group to gather feedback on B5 and to inform implementation.</li> <li>Update Housing Subsidy Case Management Program materials to inform applicants and participants of the increase in subsidy amount for new program participants.</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>Monthly B6 meeting occurs every 2<sup>nd</sup> Tuesday of each month at Edelman's Court with representation from DCFS, LAHSA, Community Development Corporation (CDC), DPSS, 211 and each of the eight contracted housing agencies.</li> <li>DCFS, CDC, LAHSA, 211 and DPSS have provided Countywide Family Reunification Housing Subsidy (FRHS) B6 training to 18 DCFS regional offices; Dependency Court Judges; County Counsel's; Los Angeles Dependency Lawyers (LADL) and Children's Law Center (CLC) attorneys.</li> <li>Ongoing conference calls with the CDC, 211 and DPSS as needed.</li> <li>Meetings have begun with faith-based organizations to identify how they can assist with providing more temporary shelter and transitional housing to assist clients searching for subsidized housing.</li> <li>Outcomes since implementation: <ul style="list-style-type: none"> <li>Total of 97 families have been enrolled and are actively receiving case management and housing services;</li> <li>Total of 320 children have been enrolled; and</li> <li>Total of 29 families and 67 children have been housed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of families housed.</li> <li>LAHSA will continue to provide assistance to shelter providers with implementation.</li> <li>DHS, DMH, and LAHSA are working on a centralized gate keeping system in which staff</li> </ul>
<p><b>B7: Interim/Bridge Housing for Those Exiting Institutions (H)</b></p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> <li>The Department of Public Health (DPH) and DHS have established recuperative care beds at MLK Jr. Hospital for people who are experiencing homelessness and recuperating from Hepatitis A infection. LAHSA will assist with discharge planning and, when individuals are no longer infectious, LAHSA will facilitate their transfer to a LAHSA B7-funded bed. A training will take place in October with MLK social work staff and shelter providers in SPA 6 to strengthen and streamline referral processes into LAHSA B7-funded beds.</li> </ul>	

Implementation Date (Actual or Target)	Status	Next Steps
<ul style="list-style-type: none"> <li>DHS has continued to work on increasing the number of bridge housing beds. As of the end of this quarter, DHS has brought on an additional 220 beds for a total of 1,070 bridge housing beds. These beds include stabilization housing, recuperative care, and settings with onsite intensive behavioral health services. Funds from B7 can be used for any of these beds; B7 is funding 250 DHS beds in FY 2017-18.</li> <li>DHS met with the Hospital Association of Southern California (HASC), LAHSA, and Department of Public Health-Substance Abuse Prevention and Control (DPH-SAPC) to discuss development of a process for the private hospitals to refer homeless patients to B7 beds.</li> <li>DHS met with the D2Jail In-Reach program staff to provide training and guidance on appropriate referrals and the referral process for B7-funded beds.</li> <li>Effective July 1, 2017, DPH-SAPC implemented the Recovery Bridge Housing (RBH) benefit program. RBH is an abstinence-based, peer-supported housing benefit that provides a safe interim living environment for patients who are homeless or unstably housed while they undergo concurrent treatment in outpatient settings. RBH may be authorized for a maximum of 90 calendar days per calendar year. If the entirety of the 90 calendar days is not utilized, the remainder of the unused days can be applied later during the calendar year. On September 18, 2017, DPH-SAPC held the initial RBH provider network meeting, which focused on providing an overview of the RBH benefit, including eligibility, authorization process, rates and reimbursement, and summary of the requirements for Measure H funding.</li> <li>DPH-SAPC is conducting RBH workgroup meetings to address key issues and finalize materials to guide providers in implementing the RBH benefit.</li> <li>In this first quarter of Measure H funding (July – September 2017), DHS has placed 46 individuals discharged from hospitals into interim housing.</li> <li>In the first quarter of Measure H funding, LAHSA placed 196 households into interim housing. Of these, six households have already exited to permanent housing.</li> </ul>	<p>from each of the three agencies will work together to ensure that each individual referred is admitted to the most appropriate bed/level of care. DHS/DMH is piloting a universal referral form for this effort.</p> <ul style="list-style-type: none"> <li>On April 11, 2017, HUD deemed HACoLA a shortfall agency due to federal funding limitations. HACoLA was required to suspend all vouchers and applications issued for the Housing Choice Voucher (HCV) Program.</li> <li>Since the last quarterly report, there has been no further activity.</li> </ul>	
<p><b>B8: Housing Choice Vouchers for Permanent Supportive Housing</b></p> <p><u>Actual Implementation Date:</u> June 2016</p> <p><b>INCREASE INCOME</b></p> <p><b>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</b></p> <p><u>Actual Implementation Date:</u> December 2016</p>	<ul style="list-style-type: none"> <li>Community-Based Organizations (CBOs) continue to be trained and their placement process strengthened as the Program continues.</li> <li>From December 2016 to September 2017, 471 homeless families have been referred to CBOs for service.</li> <li>From December 2016 to September 2017, 212 subsidized placements have been reported.</li> </ul> <ul style="list-style-type: none"> <li>LA County Channel 36 is interested in highlighting Enhanced Transitional Subsidized Employment (E-TSE) through participant stories. Planning is in progress.</li> <li>South Bay Workforce Investment Board is reviewing the need to reopen the RFP for a CBO to run an E-TSE program in the Antelope Valley (AV). Since the</li> </ul>	

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p><b>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (H)</b></p> <p><b>C2 Implementation Dates:</b> Phase 1 (County adoption of Social Enterprise Preference Program): Actual - October 2016 Phase 2: (Enhancement of countywide procurement processes, supporting creation of Alternative Staffing Organizations (ASOs), and designating ASOs as preferred temporary staffing agency for County and County contractors): Target – October 2017</p> <p><b>Phase 3: (Place DPSS Transitional Subsidized Employment (TSE) program participants with ASOs):</b> Target – November 2017</p>	<p>The Workforce Development Aging and Community Services (WDACS) Department has been meeting with the Roberts Enterprise Development Fund (REDF) weekly to plan for the roll out of C2 and C7, which includes expanding the LA City program, LA:RISE, throughout the area served by the County Workforce Development Board (WDB).</p> <p>On July 1, 2017, WDACS provided L.A. City with C7 Measure H funding to serve 400 additional homeless clients with the LA:RISE menu of services, which include subsidized employment/bridge jobs and wrap around services provided in a supportive work environment.</p> <p>In addition to work on the rollout of C2 and C7 in the area served by the County WDB, WDACS and REDF have met with the Foothill WDB, Pacific Gateway WDB, South Bay WDB, and Verdugo WDB, to educate them on the LA:RISE model and flesh out ways that the model can be utilized in conjunction with their own, local homeless services. Each WDB is crafting a proposal for use of C7 Measure H funds to expand the LA:RISE model into its area.</p> <p>WDACS has been outreach to social enterprises to get them onto the County's Social Enterprise Master Agreement list so they can be procured to provide LA:RISE services.</p> <p>WDACS has been working with the State Employment Development Department (EDD) to develop a module within CalJOBS, the State's workforce development data system, to track metrics for LA:RISE participants.</p> <p>WDACS and Probation have begun discussions on using WDACS-contracted ASOs to staff vacant positions within the Probation Department.</p>	<ul style="list-style-type: none"> <li>WDACS will finalize a contract with REDF by end of October to expand the capacity of social enterprises to provide transitional employment opportunities and wrap-around support services to homeless adults.</li> <li>By October 30, 2017, WDACS will receive final proposals from the four WDBs other than LA City and LA County to implement LA:RISE models, with implementation planned for November 2017.</li> <li>WDACS will hold mandatory bidders' conferences for prospective social enterprise partners for the expansion of LA:RISE in LA County's workforce development area by December 2017.</li> <li>WDACS and REDF will begin developing the capacity of social enterprises to serve as ASOs, with at least one agency targeted to come on board as an ASO by February 2018.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps																				
<p><b>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs</b></p> <p><u>Actual Implementation Dates:</u></p> <p>Phase I: October 2016</p> <p>Phase II: May 2017</p>	<ul style="list-style-type: none"> <li>Met with representative from Chrysalis Santa Monica to discuss their job-readiness programs and opportunities for the Department of Human Resources (DHR) to provide assistance. As a result, a "train the trainer" session on how to navigate the County's employment website is scheduled for December 1, 2017.</li> <li>DHR also met with Goodwill Southern California.</li> <li>Utilizing DHR's TempLA Registry, DHR has now hired 13 homeless individuals (an increase of two since the last quarterly report) who are employed in the following departments: DCFS (six), DMH (two), Department of Public Works (DPW) (two), and DPSS (three).</li> <li>DHR is now using the TempLA Registry to track the homeless or recently homeless employed at the County.</li> <li>Data for April 1 – September 30, 2017: <ul style="list-style-type: none"> <li>Percent of homeless or recently homeless in TempLA registry who are employed: 27 percent (13 of 49)</li> <li>Number of individuals at-risk or experiencing homelessness who were hired into County positions: 13</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Expand support to Probation Department using the TempLA Registry.</li> <li>Continue to expand network of CBOs and Social Enterprise Agencies (SEAs) to promote County employment, engage them in partnerships with the County, and conduct "train the trainer" sessions.</li> <li>Expand the Career Development Intern classification to include homelessness as a qualifying factor.</li> </ul>																				
<p><b>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</b></p> <p><b>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</b></p> <p><u>Actual Implementation Date:</u></p> <p>April 2017</p>	<ul style="list-style-type: none"> <li>DHS staff in collaboration with DPSS, DMH, and Inner City Law Center held two four-day CBEST "boot camps" for contracted staff between July and September 2017.</li> <li>DHS staff revisited each GR district office between July and September 2017, along with clinical teams and DPSS partners.</li> <li>DHS established monthly Advisory Group Meeting with DPSS, Los Angeles Sheriffs Department (LASD), Department of Military and Veteran's Affairs (DMVA), and DMH. In addition, DHS will host an Advisory Group Meeting with the Social Security Administration (SSA) Regional Office on a quarterly basis.</li> <li>DHS staff held conference calls with SSA local offices and contract staff to introduce regional CBEST staff.</li> <li>DHS staff presented the CBEST program to various community stakeholders.</li> </ul> <p>Data:</p> <table border="1" data-bbox="1122 587 1372 1586"> <thead> <tr> <th>Description</th> <th>April – June 2017</th> <th>July – Sept 2017</th> <th>Total 2017</th> </tr> </thead> <tbody> <tr> <td>Clients Screened</td> <td>783</td> <td>1537</td> <td>2320</td> </tr> <tr> <td>Clients Enrolled</td> <td>641</td> <td>1361</td> <td>2002</td> </tr> <tr> <td>SSI Applications Approved</td> <td>1</td> <td>7</td> <td>8</td> </tr> <tr> <td>Linked to PSH and/or MH Services</td> <td>123</td> <td>234</td> <td>357</td> </tr> </tbody> </table>	Description	April – June 2017	July – Sept 2017	Total 2017	Clients Screened	783	1537	2320	Clients Enrolled	641	1361	2002	SSI Applications Approved	1	7	8	Linked to PSH and/or MH Services	123	234	357	<ul style="list-style-type: none"> <li>Ongoing monthly meetings scheduled with DMVA and LASD to discuss program development.</li> <li>Ongoing monthly meetings scheduled with DPSS and DMH to create a process to move the Record Retrieval Program from DPSS to DHS.</li> <li>Ongoing weekly conference calls with all contracted agencies and onsite implementation assistance with all agencies at DPSS offices countywide and the agencies' field-based sites.</li> <li>Expansion of benefit advocacy teams.</li> <li>Working to get staff cleared for entry into the jail facilities, with implementation in the jails targeted for October 2017.</li> <li>Launch of representative payee program is scheduled for late 2017 or early 2018.</li> </ul>
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Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>PROVIDE CASE MANAGEMENT AND SERVICES</b> <p>D1: Model Employment Retention Support Program</p> <p><u>Actual Implementation Dates:</u></p> <p>Phase 1: January 2017 (DPSS Lead)</p> <p>Phase 2: July 2017 and on-going (WDACS Lead)</p>	<p>Phase 1: Strengthen Existing Job Retention Services and Partnerships</p> <ul style="list-style-type: none"> <li>During this quarter, the first C1 participants were referred/co-enrolled in Workforce Innovation and Opportunity Act (WIOA) to receive employment retention services. Over the next quarter, more C1 participants will be co-enrolled in the WIOA as they prepare to transition to unsubsidized employment.</li> </ul> <p>Phase 2: Implementation of New Job Retention Services and Partnerships</p> <p>Since May 2017, WDACS has had a series of meetings with LAHSA and DPH regarding how to better engage those receiving homeless services in the America's Job Center of California (AJCC) programs and services, including employment retention services. The following has been accomplished:</p> <ul style="list-style-type: none"> <li>LAHSA, DPH, and WDACS will target services to RRH participants who are newly-housed, unemployed or underemployed, and interested in employment services. Initially, these services will be available to clients served by the County WDB/WDACS, but they will be available across all WDBs in the future.</li> <li>On Oct. 30, 2017, LAHSA and WDACS will distribute surveys to their providers to assess knowledge of one another's system, programs, and services and develop cross-trainings for RRH and AJCC providers. Results will be analyzed by November 15, 2017, cross trainings developed by December 15, 2017, and cross trainings will occur January 2-8, 2018.</li> <li>WDACS and LAHSA will initially focus on pairing AJCCs and RRH providers in SPAs 1, 3 and 7. These SPAs were selected because they have relatively fewer RRH clients, allowing for a more gradual rollout of the collaboration. Additionally, WDACS' comprehensive AJCCs, which have the most robust and concentrated resources available, are primarily located in these SPAs. WDACS and LAHSA are finalizing the referral and co-enrollment process.</li> <li>WDACS is developing an Automated Referral System to track referrals by RRH agencies into AJCC services. WDACS is also working with LAHSA and DHS to develop the process for registering job-seeking RRH clients into CalJOBS. WDACS and LAHSA are establishing a Memorandum of Understanding (MOU) for data sharing between LAHSA's Homeless Management Information System (HMIS) system and the CalJOBS system.</li> <li>WDACS will train and coordinate DV RRH providers once they are in place.</li> </ul>	<p>Phase 2:</p> <ul style="list-style-type: none"> <li>WDACS will continue to work closely with LAHSA to align our systems.</li> <li>WDACS will incorporate evaluation results from the study conducted by REDF and the City of Los Angeles on "RRRH and Transitional Social Enterprise Jobs for Homeless Individuals" into the development of retention-based practices.</li> <li>WDACS will incorporate best practices on retention models into AJCC operations, both in the County WDB and other WDBs. Training has been targeted for January 2018.</li> <li>The Automated Referral System from RRH providers to AJCCs is targeted for testing in November 2017.</li> <li>WDACS will acquire data system that will allow the creation of standardized reports and dashboards that will facilitate the sharing of performance metrics and data with our homeless services partners.</li> <li>Employment Retention Supports through the AJCCs, resulting in at least 70 clients retaining employment as of fourth quarter after their placement. These supports are available to clients for 12 months after placement in unsubsidized employment.</li> </ul>

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<b>D2: Expand Jail In Reach (H)</b> <u>Actual Implementation Date:</u> January 2017	<ul style="list-style-type: none"> <li>Planning meetings for D2 are incorporated into the Office of Diversion and Reentry (ODR) Service Provider monthly meetings, which include the four D2 contracted agencies and staff from Housing for Health, ODR, LASD, DHS Correctional Health, and Jail Linkage program.</li> <li>Hiring of County staff: the fourth DHS D2 Clinical Social Worker was hired on August 16, 2017. He went through training and was assigned full-time to Pitchess Detention Center in Castaic on September 12, 2017. One of the existing D2 Social Workers at Twin Towers/Men's Central Jail was promoted to a position in another program and left D2 effective September 1, 2017. Recruitment has begun for her replacement. LASD is fully staffed with 4 D2 Custody Assistants.</li> <li>Hiring of community agency staff: Each of the four contracted agencies is funded for three case managers, for a total of 12 case managers for the D2 Program. Special Services for Groups (SSG)/Project 180 and Amity Foundation both hired their third case manager during this period and were then fully staffed. Volunteers of America (VOA) had identified candidates for all three of their positions, but while waiting for jail clearance, two transferred to a different program and the other left the agency. The People Concern started their first case manager in mid-September. The People Concern is awaiting LASD background clearance for a second case manager and continues to recruit for a third.</li> <li>Meetings were held with several SPA lead agencies and their housing matchers for the CES to further collaboration and ensure awareness of the D2 Program.</li> <li>D2 Clinical Social Workers also met with the CBO in-reach case managers during this period to further their training on case management, resource building and referral generation.</li> <li>Initiation of project services at Pitchess Detention Center in September 2017, achieving coverage of all LASD jail facilities.</li> <li>From implementation in January 2017, to September 2017, 4,540 clients have been engaged.</li> <li>1,513 completed the Vulnerability Index – Service Prioritization Decision Tool (Vi-SPDAT) this quarter (3,712 since inception).</li> <li>Clients were referred to the Sheriff's Department Community Transition Unit for the following services: <ul style="list-style-type: none"> <li>o 124 for Medi-Cal enrollment (253 since inception)</li> <li>o 163 for General Relief (353 since inception)</li> <li>o 19 for Birth Certificate (31 since inception)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of DHS Clinical Social Worker and agency case management staff.</li> <li>Continue engagement with CES SPA lead agencies and housing matchers, to troubleshoot CES matching with housing resources, and to foster collaboration.</li> <li>Finalize Baseline Supportive Services Matrix with input from all housing authorities in the County.</li> <li>Set up community meeting(s) to gather input from Permanent Supportive Housing (PSH) provider agencies and PSH residents with lived experience.</li> <li>Develop countywide definition of high-quality supportive services.</li> <li>Develop quality standards for supportive services.</li> </ul>
<b>D3: Supportive Service Standards for Subsidized Housing</b> <u>Target Implementation Date:</u> Spring 2018	<ul style="list-style-type: none"> <li>The workgroup has not met since the last quarterly report due to difficulties scheduling meetings and obtaining input from stakeholder organizations during the annual HUD (Notice of Funding Availability) NOFA competition (mid-July through the end of September 2017).</li> </ul>	

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>D4: Regional Integrated Re-entry Networks – Homeless Focus (H)</b> <u>Target Implementation Date:</u> November 2017	<ul style="list-style-type: none"> <li>Development of the D4 implementation Strategy is occurring in conjunction with implementation of the County's Whole Person Care (WPC) pilot services for the reentry population and WPC Reentry Workgroup meetings.</li> <li>Progress continued during this period toward creation of the reentry healthcare network, a necessary precursor to the implementation of D4. As part of the WPC Reentry Program, contract agencies for Reentry Community-Based Intensive Case Management Services (RCB-ICMS) have been selected and are expected to start in October and November 2017.</li> <li>Community Health Workers (CHW) with lived experience of prior incarceration will provide navigation and support to individuals reentering the community from jail or prison.</li> <li>Since many of these agencies already have a focus on homeless individuals, and the contracted services for the WPC reentry population do not include housing slots or housing navigation/case management beyond the level provided by the CHW, the following plan for D4 services has been proposed by the D4 lead agencies, to be discussed with community partners for further input:               <ul style="list-style-type: none"> <li>Expand DHS WPC RCB-ICMS contracts to add 12 housing navigators/homeless case managers from existing RCB-ICMS provider agencies with homeless services expertise.</li> <li>Assign these staff to serve as resources to clinics and other organizations serving homeless individuals returning to the community from jail or prison.</li> <li>Provide training to Reentry Healthcare Network clinic staff and Probation staff to improve cultural competence, skills, and resource knowledge in providing services to the homeless individuals returning to the community from jail or prison.</li> </ul> </li> <li>RCB-ICMS work orders were executed for eight selected community agencies this reporting period.</li> </ul>	<ul style="list-style-type: none"> <li>Next workgroup meeting will be scheduled for early November 2017.</li> <li>Schedule community partner meeting to obtain input and refine strategy for D4.</li> <li>Determine criteria for selecting RCB-ICMS providers for contract augmentation to add D4 housing navigators/homeless case managers.</li> <li>Develop duty statement/scope of work for D4 housing navigators/homeless case managers.</li> <li>Agency recruitment, hiring, and training of D4 housing navigators/homeless case managers.</li> <li>Placement of D4 housing specialists within Reentry Healthcare Network agencies or WPC Regional Coordinating Centers.</li> <li>November 2017: Conduct a Train-the-Trainer session on the referral process.</li> <li>December 2017: Streamline and troubleshoot the referral processes to ensure a seamless process.</li> <li>December 2017: County department(s) will begin participating in Regional Case Conferencing.</li> </ul>
<b>D5: Support for Homeless Case Managers</b> <u>Implementation Dates:</u> Actual - December 2016 – DMH and Public Library Target - December 2017 – For remaining applicable County departments from which referrals are appropriate.	<ul style="list-style-type: none"> <li>During this quarter, CEO and LAHSA convened two monthly D5 Group-at-large meetings to provide guidance to the County departments on their implementation efforts.</li> <li>On August 23, 2017, the D5 Group met with CES homeless service providers from various SPAs to review and agree on; (1) the referral process and performance indicators to ensure seamless communication and coordination of services; (2) partners' desired role for County departments in each SPA's regional case conference sessions where multi-agencies discuss high-need clients that require inter-agency collaboration; and (3) co-location of community providers in select County facilities.</li> <li>In this quarter, four departments began implementing the referral process, four departments already had an existing referral process, departments will receive training by November to begin implementation, and five departments will be utilizing the web portal being established through Strategy E6 to make referrals.</li> <li>WDACS is in the final stage of contracting with community providers that will be co-located in Adult Protective Services at WDACS headquarters to provide outreach, engagement, assessment, and care coordination services. An MOU is being reviewed by Administration.</li> </ul>	<ul style="list-style-type: none"> <li>During this reporting period, the Public Defender (PD) continued implementation related processes including but not limited to onboarding staff and convening and attending various meetings.</li> <li>In December 2017, staff will begin outreach to CBOs and other agencies to present details</li> </ul>
<b>D6: Criminal Record Clearing Project</b> (H)	<ul style="list-style-type: none"> <li>During this reporting period, the Public Defender (PD) continued implementation related processes including but not limited to onboarding staff and convening and attending various meetings.</li> </ul>	

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>Target Implementation Date:</b> January 2018	<ul style="list-style-type: none"> <li>The PD developed a homeless client referral process.</li> <li>The PD is working with the LA City Attorney to develop a process for collaboration between the Criminal Records Clearing Project and the County Homeless Court.</li> <li>Purchase orders were submitted for vehicles and IT equipment.</li> </ul>	<ul style="list-style-type: none"> <li>of D6 and begin scheduling of mobile outreach events with the first such event anticipated for January 2018.</li> <li>Complete outfitting of mobile outreach vehicles and mobile office capabilities.</li> <li>Recruit staff, create home office space, begin training.</li> <li>Continue collaboration with Probation and LA City Attorney's Office on events.</li> </ul>
<b>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing (H)</b>	<ul style="list-style-type: none"> <li>Effective July 1, 2017, DHS began funding D7 permanent supportive housing (PSH) services, including Intensive Case Management Services and local rental subsidies. DHS increased existing Intensive Case Management System (ICMS) work orders and entered into new ICMS work orders to make ICMS services available to D7 clients.</li> <li>In July, DMH released a Statement of Eligibility and Interest to expand Full Service Partnership (FSP) programs including the new Housing FSP.</li> <li>DPH-SAPC is in the process of designating substance use disorder (SUD) service providers to provide SUD screening, referral, navigation, outreach, engagement, and care coordination services to PSH residents beginning the second quarter of Fiscal Year (FY) 2017-2018. DPH-SAPC will employ its CENS contracted providers to conduct onsite services at PSH locations.</li> <li>Key events include:               <ul style="list-style-type: none"> <li>July/August 2017 – Health Agency and LAHSA held three D7 implementation meetings.</li> <li>September 6, 2017 – DHS convened potential ICMS providers to increase the amount of ICMS services available to serve D7 clients.</li> <li>September 9, 2017 – Health Agency hosted D7 design meeting to obtain stakeholder input. Over 100 participants attended.</li> <li>September 18, 2017 – Health Agency and HACoLA hosted two D7 implementation meetings.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>DMH will execute Housing FSP agreements in the second quarter of FY 2017-18.</li> <li>DPH-SAPC will finalize the selection of Client Engagement and Navigation Services (CENS) providers, and start the implementation of CENS services at PSH sites during the second quarter of FY 2017-18.</li> <li>The Health Agency will conduct a survey of developers of existing PSH projects to obtain information on how designated D7 funding can be used to fund services in existing PSH that has insufficient services funding.</li> <li>Performance metrics will be reported in the next quarterly report.</li> </ul>
<b>CREATE A COORDINATED SYSTEM</b>		<ul style="list-style-type: none"> <li>Continued discussion with VA, DMVA, Veteran's Services Organizations, and DHS to continue exploring opportunities for enhanced partnership and</li> </ul>
<b>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</b>		<ul style="list-style-type: none"> <li>Collaboration continues between CBEST Strategy leads (Strategies C4-C5-C6) and local SSA to maximize effectiveness of working relationship with SSA and streamline SSI application processes for disabled homeless individuals. To support this effort, Quarterly Advisory Group meetings with regional SSA offices are being held. During these meeting, the special processes established by SSA to support the County's CBEST teams are being monitored to ensure effectiveness.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<u>Implementation Dates:</u> Advocacy with SSA – Actual - April 2017 Advocacy with VA – Target – January 2018	<ul style="list-style-type: none"> <li>Meeting held with the VA and various Veteran Service Organizations to discuss possible collaboration and enhancements to streamline application process as part of CBEST.</li> <li>Meeting held with California Department of Veterans Affairs to explore streamlining process for CBEST teams to become certified to submit applications for Veterans Benefits directly to the VA.</li> <li>A CEO HI Team member has progressed in the Veteran's Community Engagement and Oversight Board (VCOEB) application process and is pending formal appointment by VA Secretary Shulkin as an Ex-Officio Board Member on the West LA Campus VCOEB. This will likely result in opportunities to make recommendations directly to Secretary Shulkin on enhancements for the West LA VA Campus, but may also impact the system as a whole.</li> </ul> <p>Actual Implementation Date: July 2017</p>	<ul style="list-style-type: none"> <li>Collaboration and specific opportunities to streamline processes for applications for Veterans benefits.</li> <li>Continued monitoring of administrative processes developed for CBEST teams implemented as part of Homeless Initiative Strategies C4-C5-C6.</li> <li>Upcoming discussion with United States Interagency Council on Homelessness around how federal partners can further support work of Homeless Initiative.</li> </ul>
<u>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</u>  <u>Actual Implementation Date:</u> July 2017	<ul style="list-style-type: none"> <li>Between July 11, 2017 and October 9, 2017, DPH-SAPC continued to engage providers in a range of planning and implementation activities for the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115(a) waiver.</li> <li>DPH-SAPC participated in its first System Transformation to Advance Recovery and Treatment through an Organized Delivery System (START-ODS) community outreach effort by staffing an informational resource booth at the 2nd Cities' Summit to Combat Homelessness on September 27, 2017. The Summit brought together over 200 participants representing over 50 local cities and law enforcement agencies to strategize and coordinate efforts to combat homelessness with an emphasis on Measure H strategies. Staff engaged with participants on START-ODS, the Substance Abuse Helpline (SASH), and the Substance Use Disorder (SUD) benefit package, particularly as it relates to access to services.</li> </ul>	<ul style="list-style-type: none"> <li>Execution of Los Angeles County's Electronic Substance Use Disorder Managed Care Information System, Sage, was delayed an additional month due to contractor development challenges with regard to system configurations deemed necessary by DPH-SAPC. The revised target date for Sage execution is November 2017.</li> </ul>
<u>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</u>  <u>Target Implementation Dates:</u> TBD for Strategies dependent on the Whole Person Care Pilot 2018 for Strategies via Health Home opportunities	<ul style="list-style-type: none"> <li>Data Integration efforts continue with a goal to share data across County agencies via:           <ul style="list-style-type: none"> <li>The creation of an integration HUB that will support exchange of information across county entities, including the Health Agency, DCFS, justice entities, and eventually electronic medical records, health plan data repositories, and health information exchanges across the County.</li> <li>The development of data use agreements at the organizational and client level to support data sharing, in partnership with County Counsel and health plans.</li> <li>Coordinated efforts to identify individual needs of homeless individuals and link them to services. Housing for Health and the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro L.A.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In the next quarter, Data Use Agreements will be finalized</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<b>E4: First Responders training</b> <u>Actual Implementation Date:</u> October 2016	<ul style="list-style-type: none"> <li>As of September 31, 2017, 24 First Responder Training classes have been taught at the Sheriff Whittier Training Academy with approximately 618 deputies and sergeants being trained.</li> <li>In addition to the above, during this reporting period Lt. Deedrick:               <ul style="list-style-type: none"> <li>Met with representatives/conducted the training at the Cerritos, Norwalk, Lakewood, Carson, and West Hollywood Sheriff Stations.</li> <li>Met with representatives of the Pasadena and Monterey Park police departments and the California Highway Patrol.</li> <li>Meetings to discuss First Responders Training were convened with DWP and Animal Care and Control.</li> <li>Presentations were provided to the Lakewood City Council, SPA 7 Homeless Coalition, and Westside Cities Council of Governments (COG's).</li> <li>The Sheriff Parks Bureau personnel attended First Responders Training.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Continue conducting First Responders Training classes and meeting with interested entities as requested and as time permits.</li> </ul>
<b>E5: Decriminalization Policy</b> <u>Actual Implementation Date:</u> January 2017	<ul style="list-style-type: none"> <li>The Sheriff Department continues to distribute the Policy to Departmental personnel and to meet with outside entities to discuss the Policy.</li> </ul>	
<b>E6: Countywide Outreach System (H)</b> <u>Actual Implementation Date:</u> March 2017	<ul style="list-style-type: none"> <li>LAHSA and the Health Agency continued to host meetings with agencies contracted for E6 Multidisciplinary Teams (MDTs) and Outreach Coordination to discuss MDT implementation and outreach coordination plans for each SPA.</li> <li>Outreach Coordination planning at the SPA level continued during this quarter.</li> <li>The Health Agency hired a Director of Street-Based Engagement Services, a Street-Based Engagement Program Manager responsible for SPA's 5-8, and a Street-Based Engagement Program Manager responsible for SPA's 1-4.</li> <li>The Health Agency conducted interviews and selected two additional Street-Based Engagement Program Managers in August, who are currently in the hiring process.</li> <li>DMH is in the process of hiring an analyst who will be the E6 lead for DMH.</li> <li>The Health Agency and LAHSA continued to meet with County and city departments, as well as other key partners to discuss collaboration and capacity of outreach teams.</li> <li>Approximately 80 MDT members completed the HMIS E6 Outreach Training by LAHSA in August 2017, with subsequent ongoing trainings being offered for new E6 team members.</li> <li>The Health Agency initiated a monthly Street-Based Engagement (E6) Learning Collaborative on September 28, 2017; 70 team members attended.</li> <li>Planning was finalized for the next tri-annual Street-Based Engagement Training and Orientation Week which will be held December 4 – 8, 2017. It will be focused on providing a comprehensive training foundation for street-based outreach and engagement skill-building for new MDT members.</li> </ul>	<ul style="list-style-type: none"> <li>The next Learning Collaborative for MDTs is scheduled for October 26, 2017.</li> <li>LAHSA will create an additional position to augment its Macro coordination capacity.</li> <li>SPAs will begin hiring of expansion SPA-wide Outreach Coordinators.</li> <li>CBOs will continue to hire MDT staff.</li> <li>LAHSA will continue to hire Measure-H funded ERT members and host a hiring fair.</li> <li>LAHSA will continue to develop capacity with Outreach Coordinators and begin to develop best practices and training schedule.</li> <li>Health Agency will continue to provide technical assistance for agencies implementing MDTs to ensure ongoing skills and capacity building efforts.</li> </ul>

Implementation Date (Actual or Target)	Status	Next Steps																																			
	<ul style="list-style-type: none"> <li>LAHSA and the Health Agency initiated ongoing weekly collaborative meetings with the E6 leadership team in July 2017.</li> <li>LAHSA coordinated with SPA 1 outreach teams to help create and implement a plan to relocate and house individuals impacted by the shelter closure in Lancaster.</li> <li>The Health Agency and LAHSA began working with the DPH in September to coordinate street based teams and DPH nurses to provide Hepatitis A education and vaccination across all SPAs.</li> <li>As of July 2017, LAHSA Emergency Response Team (ERT) was approved to begin hiring for 39 expansion positions. As of September 30, 2017, LAHSA has interviewed more than 50 applicants, hired four staff members and made tentative offers to 13 others, who are awaiting background clearance. Additionally, LAHSA ERT will be hosting a job fair on October 25, 2017.</li> <li>As of October 2017, the website language, design, and backend dispatch workflow for the Homeless Outreach Portal was close to being finalized. All organizations and individuals will be able to submit requests for homeless outreach through the Portal.</li> <li>As of August 2017, harmonized outreach services, referrals, and performance measures across outreach teams were finalized.</li> <li>As of August 2017, all CES Outreach contracts were renewed.</li> <li>As of end of September 2017, all primary outreach coordinators have been hired in all SPAs.</li> <li>As of September 2017, 14 MDTs were operating in all SPAs. Two additional teams will be hired in SPA 4 by October 2017.</li> </ul> <p>MDT Data:</p> <table border="1" data-bbox="899 677 1307 1586"> <thead> <tr> <th data-bbox="899 677 964 1586">Multidisciplinary Team Performance Measure Data</th><th data-bbox="964 677 997 1586">FY 16/17 May &amp; June</th><th data-bbox="997 677 1029 1586">FY 17/18 Q1</th><th data-bbox="1029 677 1062 1586">Total</th><th data-bbox="1062 677 1095 1586"></th></tr> </thead> <tbody> <tr> <td data-bbox="1095 677 1127 1586">Number of unduplicated individuals' initiated contact (pre-engagement phase)</td><td data-bbox="1127 677 1160 1586">946</td><td data-bbox="1160 677 1192 1586">3,109</td><td data-bbox="1192 677 1225 1586"><b>4,055</b></td><td data-bbox="1225 677 1258 1586"></td></tr> <tr> <td data-bbox="1258 677 1290 1586">Number of unduplicated individuals engaged (engagement phase)</td><td data-bbox="1290 677 1323 1586">471</td><td data-bbox="1323 677 1356 1586"><b>1,765</b></td><td data-bbox="1356 677 1388 1586"><b>2,236</b></td><td data-bbox="1388 677 1421 1586"></td></tr> <tr> <td data-bbox="1421 677 1454 1586">Number of unduplicated individuals who are provided services or who successfully attained referrals</td><td data-bbox="1454 677 1486 1586">88</td><td data-bbox="1486 677 1519 1586"><b>1,052</b></td><td data-bbox="1519 677 1552 1586"><b>1,140</b></td><td data-bbox="1552 677 1584 1586"></td></tr> <tr> <td data-bbox="1584 677 1617 1586">Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)</td><td data-bbox="1617 677 1632 1586">83</td><td data-bbox="1649 677 1632 1586"><b>280</b></td><td data-bbox="1682 677 1632 1586"><b>363</b></td><td data-bbox="1715 677 1632 1586"></td></tr> <tr> <td data-bbox="1747 677 1632 1586">Number of unduplicated individuals engaged who are successfully linked to a permanent housing program permanently housed</td><td data-bbox="1780 677 1632 1586">104</td><td data-bbox="1813 677 1632 1586"><b>270</b></td><td data-bbox="1845 677 1632 1586"><b>374</b></td><td data-bbox="1878 677 1632 1586"></td></tr> <tr> <td data-bbox="1911 677 1632 1586"></td><td data-bbox="1943 677 1632 1586">6</td><td data-bbox="1976 677 1632 1586"><b>18</b></td><td data-bbox="2008 677 1632 1586"><b>24</b></td><td data-bbox="2041 677 1632 1586"></td></tr> </tbody> </table>	Multidisciplinary Team Performance Measure Data	FY 16/17 May & June	FY 17/18 Q1	Total		Number of unduplicated individuals' initiated contact (pre-engagement phase)	946	3,109	<b>4,055</b>		Number of unduplicated individuals engaged (engagement phase)	471	<b>1,765</b>	<b>2,236</b>		Number of unduplicated individuals who are provided services or who successfully attained referrals	88	<b>1,052</b>	<b>1,140</b>		Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	83	<b>280</b>	<b>363</b>		Number of unduplicated individuals engaged who are successfully linked to a permanent housing program permanently housed	104	<b>270</b>	<b>374</b>			6	<b>18</b>	<b>24</b>		<ul style="list-style-type: none"> <li>Health Agency/LAHSA will continue to meet with SPA leads to promote SPA-wide implementation of a coordinated system.</li> <li>Health Agency/LAHSA/211 will finalize Homeless Outreach Portal and begin training Outreach Coordinators and Outreach Teams.</li> <li>Health Agency/LAHSA/211 will continue to develop reporting capabilities through the Homeless Outreach Portal.</li> <li>Health Agency/LAHSA will continue to explore with stakeholders how to best deploy outreach teams within each SPA to strategically cover the entire County.</li> <li>LAHSA and the Health Agency will continue to look at ways to harness data and mapping to better deploy resources, create better strategies, and evaluate our work.</li> <li>Health Agency/LAHSA will meet with DMH leadership to finalize outreach flow and intersections with DMH navigators and referral systems to DMH services.</li> </ul>
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	<p>LAHSA Data:</p> <table border="1" data-bbox="279 481 638 1564"> <thead> <tr> <th data-bbox="279 481 349 713">Metrics</th><th data-bbox="349 481 638 713">FY 17-18 (July 1, 2017 – September 30, 2017)</th></tr> </thead> <tbody> <tr> <td data-bbox="279 713 349 804">Number of unduplicated individuals initiated contact</td><td data-bbox="349 713 638 804">650<sup>1</sup></td></tr> <tr> <td data-bbox="279 804 349 895">Number of unduplicated individuals engaged</td><td data-bbox="349 804 638 895">774</td></tr> <tr> <td data-bbox="279 895 349 986">Number of unduplicated individuals provided services or successfully attain referrals</td><td data-bbox="349 895 638 986">669</td></tr> <tr> <td data-bbox="279 986 349 1077">Number of unduplicated individuals engaged who successfully attain crisis or bridge housing</td><td data-bbox="349 986 638 1077">43</td></tr> <tr> <td data-bbox="279 1077 349 1167">Number of unduplicated individuals engaged who are linked to a permanent housing resource</td><td data-bbox="349 1077 638 1167">24</td></tr> <tr> <td data-bbox="279 1167 349 1279">Number of unduplicated individuals engaged who are permanently housed</td><td data-bbox="349 1167 638 1279">0</td></tr> </tbody> </table> <p><sup>1</sup> During the month of September, some providers were not including contacts that took place on the street in this data.</p>	Metrics	FY 17-18 (July 1, 2017 – September 30, 2017)	Number of unduplicated individuals initiated contact	650 <sup>1</sup>	Number of unduplicated individuals engaged	774	Number of unduplicated individuals provided services or successfully attain referrals	669	Number of unduplicated individuals engaged who successfully attain crisis or bridge housing	43	Number of unduplicated individuals engaged who are linked to a permanent housing resource	24	Number of unduplicated individuals engaged who are permanently housed	0	<ul style="list-style-type: none"> <li>• LAHSA is developing CoC policies and procedures for CES. LAHSA is convening monthly meetings of a workgroup charged with creating proposed policies and procedures which are then reviewed by the oversight committee.</li> <li>• On October 1, 2017, existing CES contracts were expanded with Measure H funds.</li> <li>• DHS, DMH, HACLA, and LAHSA are convening a monthly meeting with CES lead agencies and providers who offer Housing Navigation to fully utilize the HACLA bonus grant from HUD. The bonus grant is a \$10 million PSH tenant-based grant that was awarded to LA in 2014.</li> <li>• DHS, DMH, and LAHSA are meeting to explore how E7 components, such as Housing Navigation, Housing Coordination, and Regional Coordination, will facilitate connections with Measure H permanent housing resources.</li> <li>• LAHSA has been meeting monthly with United Way: Home for Good to discuss joint work to improve CES. This space has been used to discuss joint initiatives and funding efforts, including grant applications to foundations and fundraising from the private sector.</li> <li>• LAHSA and Corporation for Supportive Housing (CSH) are discussing training needs of individuals working in the field of homeless services in the Los Angeles CoC. They are formulating their approach for development of a centralized training academy.</li> <li>• LAHSA is collaborating with Shelter Partnership to obtain feedback from legal service providers on how delivery of legal services will be implemented. RFP was released for legal services in October.</li> <li>• LAHSA has met with multiple entities regarding the development of a housing location program.</li> <li>• United Way and LAHSA hosted a joint three-day kick-off/training with CES providers to discuss data and regional coordination, new data staff within each SPA, and how data will be used to inform programming and interventions.</li> <li>• LAHSA began consulting with FBOs that have expressed further interest in being involved in CES and various Measure H Strategies.</li> </ul> <ul style="list-style-type: none"> <li>• November 2017- Contracts will be implemented that will result in increase in services for CES, including a regional director for the family/adult/youth systems, regional data coordinator, and (depending on regional need) staff that will focus on quality assurance and training for the region.</li> <li>• November 2017- LAHSA Commission will approve awards to expand Regional Coordination. This expansion will include funding to family system leads for DV liaisons.</li> <li>• November/December 2017: <ul style="list-style-type: none"> <li>○ Obtain additional community input on the housing location and representative payee programs to release a RFP by end of December.</li> <li>○ Release a procurement for a long-term contractor to operate a centralized training academy.</li> </ul> </li> </ul>
Metrics	FY 17-18 (July 1, 2017 – September 30, 2017)															
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Strategy Implementation Date (Actual or Target)	Status	Next Steps
<ul style="list-style-type: none"> <li>• In FY 2016-2017: <ul style="list-style-type: none"> <li>○ Average time from assessment to housing: 108 days.</li> <li>○ Average length of stay in crisis housing: 57 days.</li> <li>○ Number of persons placed in permanent housing: 13,337.</li> </ul> </li> <li>• From July 2017- September 30 2017: <ul style="list-style-type: none"> <li>○ Average time from assessment to housing: 140 days.</li> <li>○ Average length of stay in crisis housing: 33 days.</li> </ul> </li> </ul> <p>Number of persons placed in permanent housing: 2615</p>	<ul style="list-style-type: none"> <li>• Collaborate with agencies to link technical assistance support with capacity building consultants.</li> <li>○ Engage the Lived Experience Advisory Group to review program designs for E7 and solicit input around guidance for agencies implementing CES.</li> <li>• February 2018 - Contracts will be implemented for remainder of increased services for CES.</li> </ul>	<ul style="list-style-type: none"> <li>• DHS, DMH, and LAHSA are working on a centralized gate keeping system in which staff from each of the three agencies will collaborate to ensure that each client referred is admitted to the most appropriate bed/level of care. DHS/DMH is piloting a universal referral form for this effort.</li> </ul>

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
E9: Discharge Data Tracking System  <u>Actual Implementation Date:</u> June 2017	<ul style="list-style-type: none"> <li>Adoption of common data elements within County departments involved in discharge planning: <ul style="list-style-type: none"> <li>DMH and DHS have incorporated fields into their respective data systems to capture families/individuals who are homeless based on the HUD definition.</li> </ul> </li> <li>LAHSA is working on updates to the HMIS data collection fields to track and report on homeless clients who were discharged from institutions;</li> </ul>	<ul style="list-style-type: none"> <li>Build flags into HMIS system to track 5% List of heavy users of County services and any additional indicators necessary to better coordinate discharge by 12/31/2017. <ul style="list-style-type: none"> <li>Continue to engage hospitals/jails/LASD/DCFS to discuss opportunities for leveraging HMIS data to support discharge planning.</li> </ul> </li> <li>Continue quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration. The next meeting is scheduled for November 6, 2017. <ul style="list-style-type: none"> <li>Continue quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration. The next meeting is scheduled for November 6, 2017.</li> </ul> </li> <li>There will be continual community outreach to ensure that all parties who work with homeless people are aware of SuperConnect and know how to access assistance. <ul style="list-style-type: none"> <li>Training and program development will continue through mid-November 2017.</li> </ul> </li> <li>Full scale operation will be achieved in December 2017. <ul style="list-style-type: none"> <li>A meeting has been set for early November to discuss use of prioritization files and potentially enhance existing practices and procedures.</li> </ul> </li> </ul>
E10: Regional Coordination of Los Angeles County Housing Authorities  <u>Actual Implementation Date:</u> May 2016	<ul style="list-style-type: none"> <li>HACoLA met with the Housing Authorities from the Cities of Torrance and Baldwin Park to solicit interest in Measure H funding under Strategy B4 and a VASH Interagency Agreement, which would allow a HACoLA VASH recipient to use his/her voucher in a city outside of HACoLA's jurisdiction.</li> </ul>	
E11: County Specialist Support Team  <u>Target Implementation Date:</u> December 2017	<ul style="list-style-type: none"> <li>The SuperConnect office space is complete. Four of the participating departments are on-site, and the remaining department staff are expected by mid-November.</li> <li>Staff training and program development is in progress.</li> <li>Performance metrics have been developed.</li> </ul>	
E12: Enhanced Data Sharing and Tracking  <u>Actual Implementation Date:</u> June 2017	<ul style="list-style-type: none"> <li>In July 2017, Research and Evaluation Services (RES) began receiving supplemental files from LASD containing booking numbers for offenders who self-identify as homeless upon being taken into custody. Additionally, RES began receiving data from DHS's CHAMP system.</li> <li>In September 2017, RES began receiving the DCFS homeless data flag backdated to 2006. Additionally, the unit initiated conversations with DMH to obtain supplemental files of patients who self-identify as homeless at the point of clinical service delivery.</li> <li>Discussions were initiated with the California Policy Lab at UCLA to develop a methodology for measuring cost savings for departments using the 5% process.</li> <li>The query system for the 5% list of heavy users has been under repair due to technical problems since late September. This affects PD, Alternate Public Defender (APD), and DPSS, all of which are reliant on this system to varying degrees. We expect the system to be back online by early November 2017.</li> </ul>	<ul style="list-style-type: none"> <li>By end of October, the evaluation panel will make a recommendation regarding the predictive analytics proof of concept intended to enhance efforts to combat homelessness. RES will explore the recommendation with the HI in</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> <li>RES formed an evaluation panel to assess the results of a predictive analytics Proof of Concept to determine whether these methods can supplement or replace the current analytic process used to create the heavy user prioritization files distributed to departments.</li> </ul>	<p>November and communicate the outcome of the evaluation processing November</p> <ul style="list-style-type: none"> <li>In November, RES will meet with Counsel, HI, and other partners to discuss the implications of the passage of AB210, County-sponsored legislation which authorizes counties to establish multi-disciplinary homeless services teams whose members can share otherwise confidential information to enhance services for people experiencing homelessness.</li> <li>Workgroup will re-convene on October 24, 2017 to share progress on interagency collaboration on monitoring, underwriting, and service provision.</li> </ul>
<b>E13: Coordination of Funding for Supportive Housing</b> <u>Target Implementation Date:</u> February 2018	<ul style="list-style-type: none"> <li>The research, design and implementation of a coordinated funding application continues to be the goal prioritized by this workgroup. With input from the subcommittee, the Los Angeles Housing and Community Investment Department (HCID-LA) Systems Division is taking the lead on the identification of project goals, cost, and implementation schedule. The implementation goal of February 2018 continues to be targeted to coincide with the issuance of projected NOFAs by both HCID-LA and CDC.</li> <li>Design and underwriting criteria have been analyzed by CDC staff and will be reviewed with HCID for potential opportunities to better align both front end and back end underwriting impacts, including monitoring and asset management review, in time for the spring CDC and HCID NOFAs.</li> </ul>	<p>The following is a summary of implementation activities since the last quarterly report:</p> <ul style="list-style-type: none"> <li>August 30, 2017 – Substance Abuse and Mental Health Services Administration (SAMHSA) "Monitoring PSH Housing" Training sponsored by DMH for City of LA and County collaborators. The meeting brought all stakeholders together to discuss implementation and scheduling of joint monitoring, underwriting, and service provision between agencies.</li> <li>September 7, 2017 - The Universal Application Sub-Group (UA Sub-Group) reviewed proposals from two IT firms for the universal application design/implementation.</li> <li>September 15, 2017 – City/County Funding Meeting sponsored by CSH</li> <li>September 21, 2017 - Clarifications and questions were transmitted to the proposers by the UA Sub-Group to help identify the full scope and cost of the project.</li> <li>October 2, 2017 - Responses from the firms were received and reviewed by the UA Sub-Group</li> <li>October 4, 2017 - The UA Sub-Group met again to review the two proposals for developing the universal application. HCID-LA's IT Dept. believes we have enough information to make a selection and solidify the scope of work and budget. The group plans to meet in October to compare the vendors, proposals, and costs and make a selection. Funding still needs to be identified.</li> </ul> <p>Phase 1- Work with LA Coalition to End Youth Homelessness (LACEYH):</p> <ul style="list-style-type: none"> <li>On an ongoing basis, both LAHSA and the County HI continue to engage with LACEYH and make connections to County departments and services available through mainstream systems.</li> </ul>
<b>E14: Enhanced Services for Transition Age Youth (HI)</b>		<ul style="list-style-type: none"> <li>With technical assistance from the True Colors Fund, HYFLA will develop work plans for each</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p><b>Implementation Dates:</b></p> <p>Phase 1: Actual- August 2016      Phase 2: Actual - September 2016      Phase 3: Target – TBD      Phase 4: Actual – October 2016</p> <p><b>Phase 2 – Support the Enhancement of the Youth CES:</b></p> <ul style="list-style-type: none"> <li>Expansion and strengthening of the Youth system is ongoing. Continued collaboration with various external partners to further enhance Youth CES and ensure access in the community and community colleges. Among these efforts are system pilots with DCFSS and Probation to increase coordination with Youth CES, targeted for November 2017.</li> <li>Pilot in development with WDACS to link youth housed in RRH to employment. Estimated implementation beginning December 2017.</li> <li>LAHSA contracting with LA County Office of Education (LACOE) to provide CES Liaisons to coordinate education resources with CES. Implementation began in August 2017, with all SPAs targeted for implementation by November 2017.</li> <li>Youth Collaboration is ongoing through LAHSA's lived experience advisory group for youth, which was named the Homeless Youth Forum of LA (HYFLA).</li> <li>Through HI Strategy E7, beginning September 2017, Youth Regional Coordinators are being funded to enhance regional connections to Youth CES.</li> </ul> <p><b>Phase 3 - Design a Youth Housing Stability Pilot:</b></p> <ul style="list-style-type: none"> <li>Discussion is ongoing around the best way to implement this component with one or more County departments and a CBO that is not connected to the homeless services delivery system, but focuses on serving youth. Upon LACOE Education Liaisons being fully implemented, educational liaisons will help inform how best to implement the Housing Stability Pilot in School districts.</li> </ul> <p><b>Phase 4 - Expand programs providing housing navigation, access/drop-in centers, shelter, aftercare/case management and transitional housing for youth.</b></p> <ul style="list-style-type: none"> <li>Expand Shelters: In Progress - Measure H funding approved to expand Crisis and Bridge Housing for Youth in Strategy B8. RFP released in August 2017 with program start of December 2017.</li> <li>Expand Housing Navigation: In progress - Measure H funding approved to expand youth specific Housing Navigators through Strategy E7: Strengthening CES. Expansion of current contracts began in September 2017. Procurement for new contracts released in August 2017, with target program start date of December 2017 for new projects.</li> <li>Expand Other Components: Expansion of existing contracts began in September 2017 while procurement for new providers is in progress. These include:           <ul style="list-style-type: none"> <li>Measure H funding approved to expand Transitional Housing (TH) Models,               <ul style="list-style-type: none"> <li>Procurement for TH released in August 2017, with program start date of December 2017</li> </ul> </li> <li>Measure H funding to create Family Reunification Models               <ul style="list-style-type: none"> <li>Procurement for family reconnection models estimated to be released late October 2017</li> <li>Additionally, conversation is underway with Community Colleges to create access centers on college campuses and enhance co-location of CES.</li> </ul> </li> </ul> </li> </ul>	<p>of the three work groups that have been established to guide activities for the next year.</p> <ul style="list-style-type: none"> <li>Expand Education Liaisons at LACOE in all SPAs by November 2017.</li> <li>Homelessness and Higher Education Workgroup will prioritize creating direct referral linkages from higher education to CES, as well as increasing partnerships with higher education and ensuring that both staff and students on college campuses are active participants in the Youth Homeless Count.</li> <li>Procurement for expanded programs will conclude in October 2017 with program start dates in December 2017.</li> <li>Procurement for family reconnection models will begin in October 2017 with program start dates in Spring 2018.</li> </ul>	

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>During FY 2016-2017:</p> <ul style="list-style-type: none"> <li>Number of Transition Age Youth (TAY) placed in permanent housing: 671</li> <li>Number of TAY assessed with Next Step Tool: 1707</li> </ul> <p>Between July and September 2017:</p> <ul style="list-style-type: none"> <li>Number of TAY placed in permanent housing: 225</li> <li>Number of TAY assessed with Next Step Tool: 608</li> </ul>	<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Actual Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> <li>The Registrar-Recorder/County Clerk (RR/CC) has continued to expand its partnership, outreach and training activities to promote homeless voter registration, identify polling locations, and improve access to vital records.             <ul style="list-style-type: none"> <li>Week of July 17, 2017: Attended Homeless Connect Day at the North Valley Caring Services agency in North Hills. Provided voter registration opportunities and information on obtaining birth certificates. The event was organized by officials from the city of Los Angeles.</li> <li>Week of September 25, 2017: Increased partnerships in homeless services community by seeking out organizations engaged in planning events on Skid Row. Looped into planning for future events in the area.</li> <li>Week of September 25, 2017: Incorporated homeless outreach and best practices as part of National Voter Registration Day activities.</li> <li>Week of October 9, 2017: Attended Glendale Homeless Service Connection Event. Provided voter registration opportunities and information on obtaining birth certificates. The event was organized by officials from the City of Glendale.</li> <li>Over the past 12 months, the RR/CC has processed approximately 4,400 Affidavits of Homeless Status for Fee Exempt Certified Copy of Birth Certificates.</li> </ul> </li> <li>Through week of October 27, 2017: Will attend 8th Festival for All Skid Row Artists to promote voter registration and access to vital records for homeless individuals.</li> <li>Through week of November 17, 2017: Will partner with the Burbank Salvation Army to participate in the Burbank Homeless Connect Day.</li> <li>Ongoing: Will continue to promote voter education and civic engagement in homeless communities, with local cities, and homeless services agencies. This includes reaching out to new community partners and exploring more opportunities with current partnerships and emphasis on the upcoming November 7th and December 5th elections.</li> </ul>
<p>Cumulative enrollments in WPC since implementation for Round I programs have reached 70,020 member months; Round II programs will begin rolling out in November 2017.</p> <p>The WPC mid-year metrics and narrative report and budget invoice template were submitted to the State on September 30 to receive the first mid-year payment for program year two.</p> <p>A Master Training Agreement, Medical Legal Partnership, and Master Personnel Services agreement were all posted this quarter to support WPC activities.</p>	<p>E16: Affordable Care Act Opportunities</p> <p><u>Implementation Date:</u> Actual: July 2017 Health Homes: Targeted for 2018</p>	<ul style="list-style-type: none"> <li>The development of a new classification series for community health workers will be finalized in the next quarter.</li> <li>State rollover templates and budget adjustments are being discussed with the State for WPC program year two due to condensed planning timeframes.</li> <li>Hiring will continue to be a focused activity for WPC.</li> </ul>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p><b>E17: Regional Homelessness Advisory Council and Implementation Coordination</b></p> <p><u>Actual Implementation Date:</u> February 2017</p>	<p>The Regional Homelessness Advisory Council (RHAC) held its most recent quarterly meeting on August 16, 2017. Discussion focused on the potential for developing a shared framework to guide cities and other planning bodies as they develop strategic plans to combat homelessness, reviewing 2017 Veteran Homeless Count data, and discussing an innovative model being used to coordinate veteran services that could be useful for other subpopulations in the region. The meeting concluded with updates about CES's policy development, the Los Angeles CoC's Board's work around the 2017 competition for federal homeless assistance grants, and other updates from RHAC members.</p>	<ul style="list-style-type: none"> <li>• The RHAC will continue to meet quarterly.</li> </ul>
<b>INCREASE AFFORDABLE/HOMELESS HOUSING</b>		<p><b>F1: Promote Regional SB 2 Compliance</b></p> <p><u>Actual Implementation Date:</u> December 2016</p> <p>During this quarter, the DRP and its consultant team have achieved the following milestones:</p> <ul style="list-style-type: none"> <li>• Finalized the County Code Report and Best Practices Guide for cities. The County Code Report includes an analysis completed by Public Counsel which identifies amendments needed in the County Code to bring the unincorporated areas into compliance with SB2.</li> <li>• Finalized cities outreach presentation and talking points.</li> <li>• Completed four out of five cities' outreach meetings (San Gabriel Valley COG Homelessness Committee, Gateway Cities City Managers, South Bay COG Planning Directors, and the County Homeless Initiative Cities Summit). The final cities outreach meeting is scheduled for 10/19/17.</li> <li>• The consultant completed a draft of the SB2 website text.</li> <li>• DRP and CEO IT began discussion of the SB2 website design.</li> </ul> <p>Community and stakeholder involvement includes consultation with the State Department of Housing and Community Development, coordination with advocates of permanent supportive housing via Corporation for Supportive Housing, outreach to cities through scheduled presentations, and ongoing communication and distribution of the Best Practices Guide.</p> <p><b>F2: Linkage Fee Nexus Study, and F5: Incentive Zoning/Value Capture Strategies</b></p> <p><u>Implementation Date:</u> August 2017</p> <p>During this quarter, DRP and its consultant team continued work on the Affordable Housing Action Plan (Action Plan) for the unincorporated areas. The Action Plan will include analyses and recommendations for an inclusionary housing policy; a linkage fee on development; affordable housing preservation; value capture and incentive zoning strategies; community land trusts and other shared equity models; and other strategies as appropriate. In addition, the consultant team will prepare three studies:</p> <ol style="list-style-type: none"> <li>1. An analysis of existing conditions and the real estate market;</li> <li>2. A linkage fee nexus study; and</li> <li>3. An inclusionary housing feasibility study.</li> </ol> <p>During this quarter, DRP and its consultant team finalized the Existing Conditions and Real Estate Market Study, and the consultant team also prepared complete drafts of the linkage fee nexus study, the inclusionary housing feasibility study, and the Action Plan. The consultant team continues to revise the two draft studies and Action Plan based on DRP's comments. DRP and the consultant team have held regular conference calls during the quarter to coordinate efforts on the project.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>Outreach for the County's equitable development program has engaged stakeholders in legal aid, public health, affordable housing, and building industry, among others.</p> <p>Coordination with advocates of permanent supportive housing has been facilitated by the Corporation for Supportive Housing.</p> <ul style="list-style-type: none"> <li>The County supported AB 1505 to allow for inclusionary zoning of rental units. The bill was enacted on September 29, 2017.</li> </ul>	<ul style="list-style-type: none"> <li>For the Pilot Project, CDC will finalize a proposed set of loan documents, process flow chart, and departmental review sheet prior to December 15.</li> <li>CDC will convene a meeting prior to mid-November to include DRP and DPW staff to discuss code compliance issues related to project selection for Pilot participation.</li> <li>LACAC will begin planning three community workshops and the awards event/exhibition around the outcomes of the design competition.</li> <li>CDC will initiate an open procurement process (Request for Statement of Qualifications) for the ADU consultant for new construction projects.</li> <li>Procurement will be posted in November and a contract is expected to be signed within 10 weeks of the posting.</li> <li>DRP is targeting late November for a public hearing before the Regional Planning Commission for the ADU Ordinance.</li> </ul>
<p>F3: Support for Inclusionary Zoning for Affordable Rental Units</p> <p><u>Actual Implementation Date:</u> March 2016</p>		<p>Accessory Dwelling Unit (ADU) Pilot Program</p> <ul style="list-style-type: none"> <li>On August 15, the Board approved the design of the Pilot Program. DRP and CDC subsequently received hundreds of inquiries from the public. DRP responded to these inquiries and created a contact list for follow-up.</li> <li>On September 6, 2017, CDC and DRP presented draft financing details of the Pilot Program to the CDC Board Deputies.</li> <li>Based on feedback from the CDC Board Deputies, the CDC reviewed options for project loan and regulatory documents for the Pilot Program. As presently envisioned, the recommendation will be to utilize a Loan Agreement (with program compliance requirements), Promissory Note, and Deed of Trust to secure the soft loan. The loan structure will include provisions for incremental forgiveness of principal proportionate to each year of program compliance (renting to a homeless person or household). Properties that are sold prior to the end of the ten-year compliance period will have a proportional payment due to the CDC, with repayments to be available for Homeless Initiative re-programming.</li> <li>From September 26 – October 5, the CDC collected information on potential non-conforming ADU properties from the Residential Sound Insulation Program and DRP Zoning Enforcement, and provided the list to DPW to identify appropriate staff to participate in further review. This list could be used to identify potential ADU properties for the rehabilitation piece of the F4 Pilot Program.</li> </ul>
<p>F4: Development of Second Dwelling Unit Pilot Project</p> <p><u>Implementation Date:</u> August 2017</p>		<p><b>Design Competition</b></p> <ul style="list-style-type: none"> <li>On September 18, 2017, the Los Angeles County Arts Commission (LACAC) Civic Art program launched the Accessory Dwelling Unit (ADU) design competition, YES to ADU!</li> <li>LACAC has partnered with East LA College, Woodbury University, and USC to teach undergraduate architecture students about the design competition and encourage them to submit entries.</li> </ul> <p><b>ADU Ordinance</b></p> <ul style="list-style-type: none"> <li>From August 16 – September 23, DRP discussed the draft ADU Ordinance for the unincorporated areas at five community meetings across the County.</li> <li>DRP continues to develop the ADU Ordinance based on community and Board office feedback. The new Ordinance will take effect after Board adoption, projected for early 2018.</li> </ul>

Strategy <u>Implementation Date (Actual or Target)</u>	Status	Next Steps
<b>F6: Use of Public Land for Homeless Housing</b> <u>Target Implementation Date:</u> Early 2018	Meetings continue to take place between CEO Asset Management Branch and HI staff to discuss potential vacant or underutilized properties for use for homeless housing.	<ul style="list-style-type: none"> <li>CEO to obtain approval from Board offices for use of specific County property for homeless housing.</li> <li>Once land is identified, develop selection criteria for RFP to be released to developers.</li> <li>Complete and release one or more RFPs.</li> </ul>
<b>F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals</b> <u>Target Implementation Date:</u> Completion of Applications Review: December 2017 <u>Notice of Awards:</u> January 2018	Applications for NOFA 23A were due to the CDC on October 24, 2017. The CDC received 20 applications and will be reviewing these applications through the first week of December 2017.	<ul style="list-style-type: none"> <li>The CDC will review the applications received. The review process includes an appeal period and Independent Review Panel. Notice of awards will be sent to applicants in January 2018.</li> </ul>
<b>F7: One-time Housing Innovation Fund</b> <u>Target date for RFP release:</u> February 2018 <u>Target date for selection of winning proposals:</u> August 2018.	CEO HI has executed a contract with a consultant who will develop and manage the solicitation for Housing Innovation Grant proposals. The solicitation will seek proposals that expedite and/or reduce the cost of developing affordable/homeless housing. The solicitation period is expected to begin in early 2018.	<ul style="list-style-type: none"> <li>The CEO HI will be working with the consultant in drafting the requirements of the solicitation.</li> </ul>

## Acronyms

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



## IMPACT STORIES

### November 2017

Combating homelessness among families and individuals takes strong partnerships, effective programs, and numerous committed staff, volunteers, and community members. Here are a few success stories where the Homeless Initiative made a difference.

#### Strategy B3 – Partner with Cities to Expand Rapid Re-Housing

##### **A NEW START ON THE WEST COAST**

Angela is a 23-year-old woman who moved from the East Coast to escape domestic violence. Soon after she moved, she lost her job and was sleeping in her car. Through the Rapid Re-Housing Program, LA Family Housing helped Angela find housing and connected her to counseling and employment services. She started teaching dance at a local afterschool program and launched her own nutrition and fitness coaching business. She also went back to school for a certificate program in Personal Fitness, Health, and Wellbeing and will be graduating at the end of this year.

#### Strategy B4 – Facilitate Utilization of Federal Housing Subsidies

##### **SINGLE MOM FINDS STABILITY**

Darlene Burnett had been in and out of drug and alcohol treatment centers since losing her home in 2013. Sometimes she and her young daughter would sleep in her car. She was referred to the Housing Authority of the County of Los Angeles (HACoLA) by Pacific Clinics and, although hesitant at first, she accepted her Continuum of Care certificate and was referred to the Housing Advisor Unit. After an exhaustive search for an apartment, Ms. Burnett finally found a unit in Monterey Park. HACoLA staff assisted with rent negotiations and provided Ms. Burnett with security deposit assistance, enabling her to use her housing subsidy. *"This experience has taught me a new level of gratitude. Losing everything gives you a whole new perspective on life."*





### Strategy B8 – Housing Choice Vouchers for Permanent Supportive Housing

#### **NEVER GIVE UP**

**Mr. Marcus MeShack** has been homeless since 2012. In May 2017, he was referred to HACoLA by a case manager at Pacific Clinics. He quickly received a housing voucher and found housing in Lancaster. His case manager assisted him with the application process and helped him move into his new unit in July 2017. Mr. MeShack says, “*Just do it...never give up.*”

#### **A FAMILY FINDS A HOME**

In 2017, **Ms. Crump** and her two children were homeless again. With her Shelter Plus Care certificate, Ms. Crump immediately sought help from HACoLA’s Homeless Incentive Program (HIP) and was referred to a townhome in Lancaster. Through HIP (Strategy B4), Ms. Crump received assistance with the rental application fees and security deposit. In the meantime, The Whole Child placed Ms. Crump and her children in a hotel and provided the children with school supplies. Ms. Crump and her children moved into their new home in August 2017.

#### **VET GETS BACK ON HIS FEET**

After serving in the U.S. Army and working in the retail business for over 16 years, Mr. Young found himself homeless. The VA linked Mr. Young to health care services and referred him to HACoLA’s HIP Program. HACoLA staff provided transportation for Mr. Young to view available units acquired by HIP and helped him apply and pay for the security deposit. Mr. Young moved into his new unit in July 2017.

### Strategy C3 – Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs

#### **GROWING WITH LA COUNTY**

**Amelia** is a single mother who was struggling to find stable housing for her family. After participating in Job Club, she was placed in Los Angeles County’s Lancaster Department of Public Social Services (DPSS) office as a temporary clerical assistant. After 10 months of working full-time, she was notified by the Department of Human Resources (DHR) of an Office Support Assistant position through the TempLA Program. She successfully tested for the position and was able to continue in her new role in the same DPSS office. When she got the job, she stated that she “knew then that our life was going to be better.” She found an apartment near the DPSS office and is finally able to provide the stability for her family that she worked so hard to achieve. *“I am able to provide a more secure life for [my family] because of TempLA. I thank DHR from the bottom of my heart for allowing people the opportunity to have a good life when they didn’t think it was possible. I can’t wait to grow with L.A. County.”*



### Strategy D2 – Expansion of Jail In-Reach

#### **JAIL IN-REACH HELPS CLIENT FIND STABILITY**

A case manager conducted in-reach at Twin Towers Correctional Facility and engaged a 40-year-old African-American male. She assisted the client in securing his social security card, state identification card, and birth certificate, as well as transportation to a drug treatment facility. The case manager continued to follow up with the client after his release and helped him find a room to rent after completion of his treatment program. He has been clean from drugs and alcohol for four months, gained stable employment and housing, and recently was able to purchase a car. The client affectionately refers to his case manager as “Miss Amazing” due to her dedication and commitment to helping him meet his goals.

### Strategy E6 – Countywide Outreach System

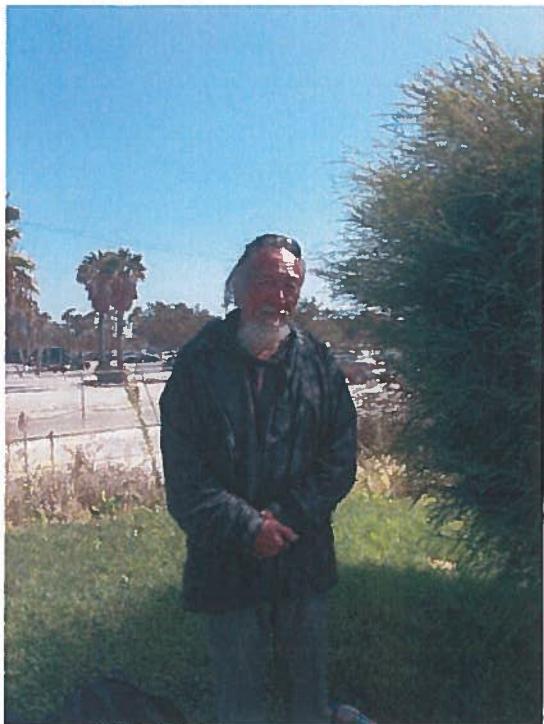
#### **BROTHERS AND NEIGHBORS**

**Jordan** is a 57-year-old single man who has been homeless for approximately 12 years, living in a self-built shelter under the Arleta Bridge. Born and raised in the Valley, Jordan got involved in a gang and was in and out of prison for 20 years. His brother, who also lives under the Bridge, has a similar story. When their mother passed away in 2005, they had nowhere to call home. In the month leading up to his first outreach contact, Jordan had been hospitalized for a head injury he sustained while climbing into his shelter.

Over the course of several outreach efforts, coordinated among four different agencies, LA Family Housing (LAFH) was able to convince Jordan to receive medical attention, enroll in Medi-Cal, apply for General Relief (GR), and obtain vital records from the DMV and Social Security Office. Although Jordan is not yet ready to leave his self-built shelter, LAFH has matched Jordan and his brother to units at LAFH’s Campus Permanent Supportive Housing (PSH) in North Hollywood. They have lived together most of their adult lives, and will continue to live as neighbors in PSH.

#### **MAN FINDS SENSE OF FAMILY IN OUTREACH TEAM**

When outreach workers found **Mr. Jones**, a 51-year-old man, living under the 105 Freeway, he was suffering from seizures, bipolar disorder, and a foot ulcer. He had already lost two toes. The outreach team took Mr. Jones to a primary medical care provider, as well as a mental health provider. The team helped Mr. Jones obtain orthopedic shoes prescribed by his doctor, and transferred him to MLK Recuperative Care to receive specialized medical supportive care. To date, Mr. Jones remains at MLK and awaits placement into permanent housing through the SSG HOPICS’ Rapid Re-Housing Program. To the outreach workers, Mr. Jones says, “*You guys are my saviors. You guys are family. I love you all. When I am housed, I want to take a big picture of you and put it on my wall.*”



### Strategy E7 – Strengthen the Coordinated Entry System

#### ***HOME FOR THE FIRST TIME IN 20 YEARS***

As far back as many residents in San Pedro can remember, Ed has been sitting at a bus stop and refusing assistance for housing or services. Although Ed did not want to visit the Coordinated Entry System (CES) lead agency, the agency went to him. Peter, a CES housing navigator, met Ed at the bus stop to provide services, including assisting him with obtaining vital documents and transporting him to the doctor to address untreated health issues. Over the next few months, Ed was matched to a HACoLA voucher. He also applied and was approved for SSI benefits. It was the first time Ed had any kind of income in over 20 years. With Peter's help, Ed applied for a unit and is scheduled to move in during November. At their last meeting, Ed told the housing navigator that "no one cared about him anymore" and that he was grateful that Peter was there for him now.

### Strategy E8 – Enhance the Emergency Shelter System

#### ***SECOND TIME'S A CHARM***

**Anthony M.** is a 65-year-old man who was chronically homeless for seven years on the streets of Pomona. Mr. Anthony was housed with assistance from CES providers in 2015. However, he experienced difficulty transitioning to permanent housing and soon became homeless again. In April 2017, he sought shelter at Pomona Armory and was engaged in the CES again. He reconnected with SPA 3 coordinators and felt more comfortable receiving assistance the second time around. By August 2017, he moved into crisis and bridge housing in Pomona and applied for housing at the Olivera Senior Apartments. He was awarded a permanent supportive housing voucher and was able to move in later that month. He continues to receive mental health services and support from Tri-City Mental Health Center. Anthony says, "*VOA's program helped me to establish my own stability, support, and community when they helped me with housing, which benefitted my life tremendously, and now I have the housing that I was seeking for many years.*"



### Strategy E14 – Enhanced Services for Transition Age Youth

#### **YOUNG WOMAN WITH A BRIGHT FUTURE**

Through Strategy E14, a 19-year-old former foster youth was placed in permanent housing with supportive services that include ongoing education. This young person had experienced long-term unsheltered homelessness and housing instability when Jovenes engaged her and referred her to the College Success Initiative. She is currently studying communications and is writing a book that chronicles her experience in the foster care system with the goal of helping others to transform their lives. She explains, *"Without the College Success Initiative, I would not be where I am...homelessness, [...] made me strong and resilient, [but it] was holding me back and took a toll on my mental health. Jovenes did not just help me with housing, but this program has really helped me remain accountable and responsible so I can achieve my goals. They treat me like family and have helped me achieve my greatest accomplishment thus far in my life, overcoming homelessness."*

**Responses to Board Motions: August 1 – October 12, 2017**

During the last quarter, the Chief Executive Officer (CEO) responded to eight Board motions. Summaries of these reports are below.

- **Eviction Prevention (Item No. 9, Agenda of March 21, 2017)**  
On August 4, 2017, the CEO provided a final report on the expansion of eviction defense services within HI Strategies A1 and A5 (Homeless Prevention Programs for Families and Adults, respectively). The CEO consulted with a variety of stakeholders to develop recommendations. Stakeholders concurred that the most effective eviction defense occurs pre-litigation, before a three-day Notice to Pay or Quit is served, but effective targeting of services at this stage is difficult. Court-based tenant representation can be useful, but should not be the primary intervention for prevention. The Los Angeles Homeless Services Authority (LAHSA), which is the lead on Strategies A1 and A5, has replicated the Homeless Prevention and Rapid Re-Housing Program (HPRP), which stakeholders identified as a successful prevention model, by including in its approach: (1) case management, (2) financial assistance, and (3) legal assistance. However, at current funding levels, A1 and A5 will be unable to serve a sizeable number of households at risk of losing housing. Additional funding from Measure H or other sources is needed. LASHA will discuss aspects of A1 and A5 at upcoming Homeless Policy Deputies meetings.
- **Antelope Valley Homeless Consortium (Item No. 62-A, Supplemental Agenda of August 1, 2017)**  
On August 8, 2017, the CEO provided a report back to the Board on a directive to work with Antelope Valley (AV) stakeholders to identify emergency shelter beds in light of the closure of the only shelter in the AV on August 7, 2017, leading to a loss of 104 emergency shelter beds. The 84 individuals who were displaced as a result of the closure were placed in permanent supportive housing, Rapid Re-Housing, or temporary housing. Options that LAHSA and local service providers identified include beds offered at other shelters and scattered site housing operators, motels/hotels, family reunification, services available to particular populations (veterans, people with a criminal history), and meal/shower service provided by faith-based organizations (FBOs). The CEO also identified short and long-term options for emergency shelter facilities in the AV. The memo identified High Desert Multiple Ambulatory Care Center (MACC) as a potential short-term option, and, on October 10, 2017, the Board approved the use of MACC as an emergency shelter this winter. Long-term options include exploration of County-owned space and County parks in the AV, local FBOs with existing structures or space for a tent structure, and properties owned by the Cities of Lancaster and Palmdale. The CEO recommended that LAHSA and the HI work closely with the Antelope Valley Homeless Consortium (AVHC) and the consultant identified to support the Consortium to explore long-term options.

Corporation for Supportive Housing (CSH) was retained to facilitate AVHC's planning process. The County hosted four public meetings this quarter for AVHC to discuss

existing resources, service gaps, and opportunities to prevent and combat homelessness. Final recommendations will be submitted to the Board this month.

- **Measure H and Continua of Care (Item No. 77-B, Agenda of June 13, 2017)**  
On August 11, 2017, the CEO provided a report on efforts to work with the staff from the Continua of Care (CoC) in Long Beach, Glendale, and Pasadena to identify ways to allow for flexibility in the use of Measure H funding. The CEO HI met with the three CoCs and agreed that: (1) for Strategy B3 ("Partner with Cities to Expand Rapid Re-Housing"), the CoCs can use a portion of funds to support services for formerly homeless individuals and families in subsidized housing other than permanent supportive housing, as long as the individual or family was previously homeless; and (2) for Strategy E8 ("Enhance the Emergency Shelter System"), the CoCs can use funding for shelter beds to pay for motel vouchers. The CEO HI has been working with LAHSA and the CoCs to develop contracts for Measure H funding. The HI will meet quarterly with the CoCs, LAHSA, and key County departments to ensure alignment.
- **Crisis Housing for Homeless Women (Item No. 6, Agenda of June 13, 2017)**  
On September 11, 2017, the CEO provided an interim report on whether funding for HI Strategies, aside from Strategy E8 ("Enhance the Emergency Shelter System"), should be set aside to specifically address the needs of women experiencing homelessness. The CEO is working with LAHSA and DHS on this directive and will complete a thorough assessment, which will include a review of LAHSA's August 25, 2017, report: *The Report and Recommendations of the Ad Hoc Committee on Women and Homelessness*. The CEO returned to the Board on November 1, 2017, with the results of its assessment and a plan to survey Strategy lead departments to better understand how they are addressing the needs of women experiencing homelessness in their implementation of the HI Strategies.
- **Child Care for Homeless Families (Item No. 26, Agenda of June 13, 2017)**  
On September 11, 2017, the CEO provided an interim report on access to child care for homeless families. The CEO convened stakeholders to form a Child Care Workgroup (Workgroup), which identified barriers for homeless families seeking subsidized child care, including: insufficient child care spaces; insufficient programs with capacity to meet the needs of children and families experiencing trauma and instability; administrative burden on child care providers providing care for families experiencing homelessness; and certain program eligibility requirements that are often barriers to homeless parents' ability to access subsidized child care. To address these barriers, the Workgroup identified potential actions, including: (1) co-location of Child Care Resource and Referral (R&R) Agency Navigators within each of the Coordinated Entry System (CES) for Families lead agencies to assist with matching families with subsidized child care; and (2) helping families to meet the child care eligibility requirements for CalWORKs Stage 1 and 2 Child Care by enhancing the Department of Public Social Services' (DPSS) role in connecting eligible families to appropriate activities. The Workgroup will continue to meet and report back on the above recommendations, while also assessing data gathered as the CES for Families

begins to track how many children experiencing homelessness are not eligible or able to be connected with child care entitlement programs in a timely manner. Based on this assessment, the Workgroup will report on the feasibility and costs of an Emergency Child Care Bridge program for homeless children. Further, in coordination with statewide organizations and stakeholders, the County will explore funding opportunities to create and secure an annual child care funding allocation from the California Department of Education for families experiencing homelessness (which would require statewide legislation).

- **Homelessness Among Community College Students (Item No. 77-C, Agenda of June 13, 2017)**

On September 11, 2017, the CEO provided a final report on HI Strategies that can assist college students. Students can access support services in the same ways as other young people experiencing homelessness. HI Strategy E14 ("Enhanced Services for Transition Age Youth") is oriented specifically to young people. In addition, young people experiencing homelessness have been identified as a target population in the following strategies, with slots or funding set aside specifically for youth:

- A5 Homeless Prevention Program for Individuals
- B3 Partner with Cities to Expand Rapid Re-Housing
- B7 Interim/Bridge Housing for those Existing Institutions
- E7 Strengthen the Coordinated Entry System
- E8 ("Enhance the Emergency Shelter System")

Additionally, the following Strategies could support college students experiencing homelessness, but do not have set-aside funding for youth:

- C1 Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 Increase Employment for Homeless Adults by Supporting Social Enterprise
- C3 Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs
- C7 Subsidized Employment for Homeless Adults
- D6 Criminal Record Clearing Project
- E15 Homeless Voter Registration and Access to Vital Records

Stakeholders agree that increasing capacity on higher education campuses is key. Existing initiatives to this end that are underway or under consideration include: implementation of AB 801 (enacted in September 2016), which will provide parity to homeless youth for registration prioritization and other supports that are afforded to foster youth on many campuses; co-location of Youth CES agencies on campuses; and trainings for college support services staff to help them link students to homelessness resources. The CEO also recommends that college campuses meet the needs of students experiencing homelessness by: providing housing during academic breaks; encouraging the development of affordable student housing near

campuses and explore using dorms on college campuses that are vacant during summer for interim housing for homeless youth; and expanding the CalFresh Restaurant Meals Program to allow use of EBT cards at more campus meal provider locations.

- **Allocation of Measure H Funding (Item No. 12, Agenda of June 13, 2017)**

On September 11, 2017, the CEO provided an interim report on the ways the homeless population that is unaccounted for in the Homeless Count could potentially be reflected in the future allocation of Measure H funding. The CEO's Research and Evaluation Services Unit (RES) is preparing a report that will compare data from seven administrative data sources to the data from the 2017 Homeless Count. This report will be submitted to the Board in November. CEO HI will review the findings and report back to the Board with any recommendations.

The CEO provided a final report on Measure H Strategies that could address the impacts of homelessness on County departments and regional agencies that did not participate in the Measure H funding allocation process but are fiscally impacted by the homeless crisis. Based on a survey of the County Library, Parks and Recreation, Public Works, Coroner, Beaches and Harbors, and the Metropolitan Transportation Authority, the CEO recommended that the Board instruct the CEO to: 1) utilize one-time funding of \$1,649,060 from the Provisional Financing Uses budget allocated for the HI to fund 40 outreach workers from January 2018 to June 2018; and 2) submit an annualized funding recommendation to sustain these staff as part of the final Measure H funding recommendations for FY 2018-19. The Board approved a motion which included these recommendations on October 17, 2017.

The CEO also provided a final report in response to the Board's directive to identify the total amount of funding allocated to Case Management within HI Strategies funded with Measure H. The CEO reported that a total of \$85.2 million is allocated to Case Management in FY 2017-18.

- **Community Homelessness Education and Engagement Efforts (Item No. 11, Agenda of December 20, 2016)**

On September 21, 2017, the CEO reported on ongoing work with Fenton Communications, a consultant retained to research and identify best practices for facilitating community dialogues about siting permanent supportive housing (PSH) and homelessness service sites. Fenton is developing focus groups to assess knowledge and perceptions of homelessness among County residents. Fenton and the CEO have also met with each Board office to seek input on upcoming and/or potential development projects, focus group design, and suggested areas/regions of focus where PSH is needed but difficult to build. Fenton will continue to work with the CEO and other stakeholders to identify best practices.

### City Planning Grant Applicants

<b>Gateway Council of Governments</b>	<b>San Gabriel Valley Council of Governments</b>
Artesia	Alhambra
Downey	Arcadia
Hawaiian Gardens	Azusa
Lynwood	Baldwin Park
Norwalk	Claremont
Paramount/Bellflower	Covina
Whittier	Duarte/Irwindale
Montebello	El Monte
<b>Las Virgenes-Malibu Council of Governments</b>	Glendora
Malibu	Industry
<b>North County</b>	La Puente
Lancaster	La Verne
Palmdale	Monrovia
<b>San Fernando Valley Council of Governments</b>	Monterey Park
Burbank	Pomona
Santa Clarita	Rosemead
<b>Westside Council of Governments</b>	San Dimas
Culver City	San Gabriel
Santa Monica	South El Monte
	South Pasadena
	West Covina
	<b>South Bay Council of Governments</b>
	Carson
	El Segundo
	Hawthorne
	Hermosa Beach
	Inglewood
	Manhattan Beach
	Redondo
	<b>Multiple Councils of Governments</b>
	Los Angeles

Total Number of Applications: 45

Total Number of Cities: 47