



**Alison Hurst**, *Executive Director, Safe Place for Youth*  
Ms. Hurst founded SPY in 2011 as a drop-in center in Venice and under her leadership, SPY volunteers have been joined by a team of 25 dedicated staff, and the organization is regarded as the lead agency for homeless and at-risk youth in West LA. She sits on the Board of the Westside Coalition and a chair of the LA Coalition to End Youth Homelessness.



**Benita DeFrank**, *Neighborhood Services Director, City of Pomona*  
Ms. DeFrank has worked in the fields of community development, housing, and homeless services for nearly 30 years, with the past 18 years serving the City of Pomona. Her interests include housing assistance, community services and grants writing; and, she has been recognized as a subject matter expert in the area of homeless services.



**Alynn Gausvik**, *Sr. Director of Engagement, LA Family Housing*  
Ms. Gausvik has worked in homeless prevention for families, youth housing research and policy development, Housing First for chronically homeless adults, and now Engagement for families and individuals in CES. Her main area of interest is homeless diversion as an integrated part of CES services.



**Bill Huang**, *Director of Housing and Career Services, City of Pasadena*  
Mr. Huang currently oversees Pasadena's affordable housing, homeless, employment, and community development activities and was formerly the County's Housing Director and an affordable housing developer and architect. His main area of interest is the public sector's role in the production of permanent supportive housing.



**Andrea Marchetti**, *Executive Director, Jovenes, Inc.*  
With experience in the areas of program development, organizational capacity, accounting, and finance, Mr. Marchetti gears Jovenes, Inc. to become the leading provider of services to homeless youth in the communities East and South-East of Los Angeles. He not only strives to find sustainable solutions to improve the dire living situation of disadvantaged youth, but also challenges them to believe in themselves.



**Chauntee Coleman**, *MSW, Associate Director of DHS Programs at HOPICS*  
Ms. Coleman has over 15 years of experience as a social worker / manager working in homeless services. Her area of expertise includes Homeless & Re-entry Populations, and she is working on a Doctorate with a focus on foster care youth aging out of the LA County child welfare system.



**Cheri Todoroff**, *Deputy Director, Department of Health Services Housing for Health*

Ms. Todoroff oversees the department responsible for creating housing opportunities for people who are homeless and have complex medical and behavior health conditions. She previously served as the DHS Deputy for Planning and Program Oversight and in the Department of Public Health as the Director of Children's Medical Services.



**Corrin Buchanan**, *Deputy Director for the Los Angeles County Office of Diversion and Reentry*

Ms. Buchanan oversees programming to divert individuals who have a mental or substance use disorder away from the criminal justice system and into community-based treatment, including a new permanent supportive housing program for homeless jail inmates.



**Chris Zamora**, *Detective, Long Beach Police Department*

Mr. Zamora strives to create a balance of proactive police work and rehabilitation within the community. He serves as the Project Manager for the Long Beach Police Department – Law Enforcement Assisted Diversion (LEAD) Project I partnership with Los Angeles County LEAD.



**Dora Leong Gallo**, *Chief Executive Officer, A Community of Friends*

Ms. Gallo has been engaged in housing and community development work for over 25 years, from both the public and nonprofit sectors. As Chief Executive Officer of ACOF, she is dedicated to its mission of ending homelessness through the provision of quality permanent supportive housing for people with mental illness.



**Colleen Murphy**, *PGDip, Outreach Coordination Supervisor, LAHSA*

Ms. Murphy has more than 20 years of experience working with vulnerable communities to address social inequities both here and abroad. Her main area of expertise includes strengthening the impact of street-based outreach teams through expanded capacity, strategic approaches, and system coordination.



**Elena Fiallo**, *Program Manager, Department of Health Services Housing for Health*

Ms. Fiallo leads the implementation of the Countywide Benefits Entitlements Services Team (CBEST). She specializes in increasing access to health care and housing for homeless individuals and families through community collaboration, capacity building, and technical assistance.



**Emily Bradley**, *Program Officer, Home for Good United Way of Greater LA*

Ms. Bradley currently oversees strategic grantmaking in housing and homelessness at United Way. In this capacity, she leads the Home for Good Funders Collaborative, a group of public and private funders that has jointly invested nearly \$40 million in private dollars to test and scale meaningful solutions to homelessness.



**Lieutenant Geff Deedrick**, *Los Angeles County Sheriff's Department*

Lt. Deedrick is the Supervisor for the Sheriff's Homeless Outreach Services Team (HOST). He has supervised HOST for approximately five years and currently teaches the First Responders Homeless Training to the Sheriff's Department deputies and Sergeants, other local law enforcement, and government entities.



**Erika Herod**, *Youth CES Peer Navigator, Safe Place for Youth*

Ms. Herod has been a member at SPY for a little over a year and has participated in education/employment, case management as well as the arts and healing programs. Her background as a formerly homeless youth and a youth advocate makes her an excellent fit to help homeless youth find housing and provide them with anything they need to make them feel safe again.



**Greg Spiegel**, *Director of Strategic Initiatives, Inner City Law Center*

Mr. Spiegel has helped design and implement homelessness prevention programs that use legal services to prevent evictions and remove barriers to housing. Inner City Law Center will be leading a new effort where legal service groups will partner with Coordinated Entry System services and housing providers to end and prevent homelessness.



**Frank Romero-Crockett**, *Community Affairs Liaison, United Way of Greater LA*

Mr. Romero-Crockett is an experienced community organizer with a background in digital marketing, brand development, and storytelling. Over the last year he has been focused on the development of the *Everyone In* campaign that will build the public and political will for permanent solutions to ending homelessness across the County.



**Hazel Lopez**, *Director of CES and Community Engagement, The People Concern*

Ms. Lopez first started her career at The People Concern (formerly Lamp Community) with her involvement in HPRP and has since moved on to serve as the CES Lead for Metro LA after being a lead in the Skid Row pilot. Her main area of expertise includes CES, Rapid Rehousing, and Homelessness Prevention.



**Heather Anderson**, AICP, LA County Department of Regional Planning

Ms. Anderson is the lead on Homeless Initiative Strategy F1, focusing on best practices in zoning for shelters, transitional, and supportive housing. At her previous position with the City of LA, she advised Councilmember Buscaino on housing policy for 4 years.



**Jeffrey Proctor**, Supervisor, System Components, LAHSA

Mr. Proctor is responsible for oversight of the program design and implementation for the program components which LAHSA funds. His primary area of expertise includes all aspects of the emergency shelter system, and he has been directly involved in many aspects of shelter transformation across LA County.



**Helmi Hisserich**, Director of Housing Strategies and Services, City of LA Housing + Community Investment Department

Ms. Hisserich has over 20 years of experience financing affordable housing development in the City of Los Angeles. She is currently focused on developing new strategies for expanding housing production in LA, such as the development of affordable housing on publicly owned land.



**Lt. Jill Deschamps**, Sheriff's Department

Lieutenant Deschamps has been serving the County of Los Angeles as a member of the Sheriff's Department for over thirty years. She currently supervises the Community Transition Unit, and is responsible to assist individuals with their successful reentry into the community upon release from jail.



**Holly Salmon**, Youth Ambassador, LA LGBT Center

Ms. Salmon attends school for fashion and enjoys spending time with her friends and partner. She is also pursuing a career in the entertainment industry. Her key interests include connecting youth to affordable housing and creating jobs for youth.



**Chief Jim Hellmold**, Los Angeles County Sheriff's Department

Chief Hellmold commands all of the Sheriff's Department's Countywide Operations and serves as the Law Enforcement Liaison for the Homeless Initiative. His areas of expertise include the development and implementation of policies, procedures, training, and oversight to effect positive change in public safety policies centered on helping the homeless and people in need.



**Josh Hall**, *Associate Director of the Coordinated Entry System (CES) for LAHSA*

In his current role, Mr. Hall oversees the operations of LA's Coordinated Entry System (CES), ensuring effective, efficient, and fair access to homeless services and housing resources throughout LA County. This last year, he has been the Family CES Manager in LA County, implementing Diversion and Prevention programs.



**Leepi Shimkhada** *Director, Housing for Health at Los Angeles County Department of Health Services*

Ms. Shimkhada has over 18 years of experience in various roles from a case manager, a community organizer to implementing Countywide programs.



**Justin Dae**, *Real Estate Acquisitions Manager, Brilliant Corners*

Mr. Dae began his career in commercial real estate sales and acquisitions in 2005 and has worked with Brilliant Corners since 2014. He has extensive experience in project-based subsidy agreements, attracting developers for permanent supportive housing, and working with DHS on identifying and securing facilities for interim housing.



**Libby Boyce**, L.C.S.W., *Director of Access, Referrals and Engagement, Housing for Health, Department of Health Services*

Ms. Boyce directs the Super Connect team and oversees interim housing placements and permanent housing matching for Housing for Health. She also oversees the HFH Street-Based Engagement Multidisciplinary Team Unit. She spent the first 20 years of her career working with and for people living with HIV/AIDS.



**Kris Freed**, *Chief Programs Officer, LA Family Housing*

Ms. Freed oversees all homeless programs operations for LA Family Housing, diving deep into programs, contracts and regulations, and shaping the new team structure during this time of incredible growth. Informed by nearly 20 years of experience in the nonprofit homeless service sector, she specializes in designing homeless services with an emphasis on coordinating service delivery across multiple systems.



**Lisa Gritzner**, *Founder and CEO of LG Strategies*

Ms. Gritzner is a former Chief of Staff to Los Angeles City Councilmember Cindy Miscikowski and currently a land use and public affairs consultant. Ms. Gritzner is an expert in Communications and Public Affairs, and she has worked on a wide array of projects throughout LA County.



**Luther Evans**, *Division Chief, Department of Public Social Services*

Mr. Evans has served in his current position of Division Chief of the CalWORKs and GAIN Policy Division since 2007. In this role, he oversees the DPSS unit responsible for the local implementation of State CalWORKs policy as well as the development of local policies for CalWORKs participants and their connection to the CES.



**Meredith Berkson**, *Regional Director of South County, PATH*

Ms. Berkson has worked in homeless services for over eight years and oversees PATH's programs in the 44 cities of South Los Angeles County. She is the lead for Single Adults and the Regional CES Director in SPA 7. Her main areas of interest are community engagement and mobilization to combat and end homelessness.



**Maia Eaglin**, *MSW, Director of Family Services and Rapid Rehousing, St. Joseph Center*

Since 2013, Ms. Eaglin has been working on the implementation and growth of rapid rehousing and prevention programs for families and recently, rapid rehousing and prevention best practices to the individual population. Her main area of expertise is the use of positive rapport to support lasting change in client directed service plans and service delivery teams.



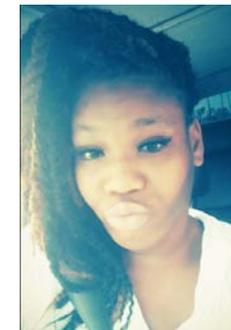
**Michael Graff-Weisner**, *VP of Strategy & External Relations at Chrysalis*

Mr. Graff-Weisner has worked at Chrysalis for over 10 years, and currently leads the organization's work in developing projects, working with public-sector partners and policymakers, as well as spearheading the agency's plans for growth and expansion. His main area of interest is the intersection between homelessness, reentry issues, workforce development, and the role that social enterprise can play as part of the solution.



**Maria Funk**, *District Chief, LA County Department of Mental Health*

Dr. Funk is the District Chief of DMH's Countywide Housing, Employment, and Education Resource Development (CHEERD) division which is responsible for administering the Department's homeless services and housing resources. In the 23 years she has worked for DMH, 18 of them have been dedicated to developing and managing mental health service and housing programs for those that are homeless and have a mental illness.



**Miracle Spicer**, *Youth Advocate, Homeless Youth Forum of Los Angeles, LAHSA*

Ms. Miracle is a former homeless youth since she was newborn and became emancipated at the age of 18. She is working to prevent and combat youth homelessness including finding better ways to secure resources to help them get back on their feet.



**Monica Quezada**, *Supervisor, System Components, LAHSA*

Ms. Quezada has worked on multiple homeless demonstration projects across the county. Her passion lies in working with vulnerable populations which has fueled her passion to help shape and develop programs serving people experiencing homeless.



**Peter Lynn**, *Executive Director, LAHSA*

Mr. Lynn leads LAHSA, a joint City-County agency that operates and coordinates homeless assistance programs in LA, and previously ran the Housing Choice Voucher programs for the Housing Authority of the City of Los Angeles (HACLA) and the New York City Department of Housing Preservation and Development. His main interest is in ensuring that LA has a robust systemic architecture to address homelessness that is focused on housing those homeless here and preventing homelessness in the future.



**Monique King-Viehlend**, *Acting Executive Director, Community Development Commission/HACoLA*

Ms. King-Viehlend has over 15 years of experience in affordable housing, community and economic development, primarily in the area of real estate development. As Deputy Executive Director of the CDC, she oversaw four divisions and one administrative unit, which included 174 full-time employees and an annual budget in excess of \$230 million.



**Phil Ansell**, *Director, County Homeless Initiative*

Mr. Ansell oversees the County Homeless Initiative, a strategic priority of the Board of Supervisors, that aims to prevent and combat homelessness. In his work on homelessness and other major issues impacting low-income families and individuals, he has a long history of effective collaboration, both within and outside County government.



**Myk'I Williams**, *Manager, Homeless Initiatives, CDC/HACoLA*

Mr. Williams coordinates the Homeless Initiative activities of the CDC/HACoLA. Previous experience includes assisting in the development of the Veterans Incentive Program and Homeless Incentive Program, serving as Policy Administrator for Assisted Housing programs, managing Section 8 waiting list, and managing public and affordable housing communities.



**Rushmore Cervantes**, *General Manager, City of LA Housing + Community Investment Department*

Mr. Cervantes has 25 years of experience with the City of LA and currently plans and directs all HCID activities that support the creation of livable and prosperous communities. He is also a member of the LA Workforce Development Board and is President of the LA Development Fund that invests New Market Tax Credits in commercial and residential development that create permanent jobs.



**Ryan Izell**, *Chief Program Officer, Union Station*

Mr. Izell is a licensed clinical social worker with over 13 years of experience working with individuals and families experiencing homelessness. He oversees Union Station Homeless Services' programs and services, including intake, shelter, housing, and employment development. He previously served as Union Station's Director of Adult Services.



**Sarah Mahin**, *Director, Policy and Systems Department, LAHSA*

Ms. Mahin has over fourteen years of experience in the field of housing and homeless services, leading program development, organizational capacity building and strategic planning initiatives spanning the local, regional and national levels.



**Richard Bernard**, *Ph.D., Partner at FM3 Research*

Mr. Bernard conducted research on behalf of the County for homeless-related issues. He provides public opinion research and strategic advice for public agencies related to such issues as homeless, transportation, parks, government services, and infrastructure projects.



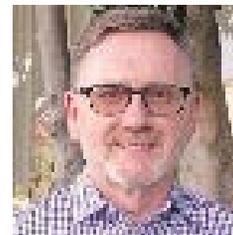
**Shari Weaver**, *CES Director, Harbor Interfaith Services*

Ms. Weaver has been with Harbor Interfaith since 2001, beginning as Executive Assistant and working her way up to Director of the Coordinated Entry System. She completed the Los Angeles Sherriff's Academy (she's a former Deputy Sherriff), and is a longtime San Pedro resident who is deeply involved in the community.



**Sam Randolph**, *Speak Up! Advocate, Corporation for Supportive Housing (CSH)*

Mr. Randolph is a single father who was formerly homeless with his young son, Treshaun, before securing Permanent Supportive Housing through A Community of Friends (ACOF). His main areas of interest and expertise are advocacy and addressing the lack of service/housing options for families headed by single fathers. Mr. Randolph is the Featured Speaker for this year's Homeless Initiative Conference.



**Simon Costello**, *Director, Children, Youth and Family Services*

Mr. Costello is responsible for programs that include a 7-day a week drop-in center, emergency and transitional housing, rapid-re-housing and regional coordination in SPA 4 for the Youth Coordinated Entry System (YCES). He has a passion for innovative education, employment, and youth development programs that achieve meaningful outcomes for youth.



**Veronica Lewis**, *Director, Special Service for Groups/HOPICS (SSG/HOPICS)*

Ms. Lewis has helped build systems of care to serve households experiencing homelessness and oversees one of the largest organizations providing that support in LA County. In her work, she focuses on client centered program design and policy, community engagement and collaborative efforts, and maximizing resources through innovative approaches to service provision.



**Va Lecia Adams Kellum**, *Ph.D., President and CEO, St. Joseph Center*

Ms. Adams Kellum is the President and CEO of St. Joseph Center, which serves as the lead agency for the Coordinated Entry System for both families and individuals in LA County's Service Planning Area 5. Her main area of expertise includes deployment of integrated, multidisciplinary teams to help the most vulnerable homeless individuals and families obtain and maintain stable housing.



**Will Lehman**, *Youth CES Manager, LAHSA*

Mr. Lehman has worked with, and as an advocate for, youth experiencing or at risk of homelessness for his entire career. He is currently working to expand access to housing and services and to improve outcomes for youth in need of housing assistance throughout the county, all towards the end of making youth homelessness rare, brief, and non-recurring in Los Angeles.



**Dr. Yolanda Brown**, *Parish Life Director for Blessed Sacrament Parish Community*

Dr. Brown is currently the Senior Pastor for the oldest Catholic church in Hollywood, with 4,400 parishioners; she was formerly Senior Vice President of a major commercial bank. Dr. Brown's main area of expertise is Pastoral Ministries specializing in spirituality and social justice leadership.



**Zue Villareal**, *Outreach Navigator, Whittier Area First Day Coalition*

Ms. Villareal has been employed as a street-based outreach navigator for the past 2.5 years. Her main area of interest and expertise is in CES street outreach navigation for adults and youth.

# Approved County Strategies to Combat Homelessness

## Implementation Status At-A-Glance

### February 2018

LEGEND		
Fully Implemented	Implementation targeted by April 2018	Implementation targeted by Fall 2018
Partially Implemented	Implementation targeted by July 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	<b>E13 – Coordination of Funding for Supportive Housing</b>
	E6 – Countywide Outreach System (H)	E14 – Enhanced Services for Transition Age Youth (H)
	E7 – Strengthen the Coordinated Entry System (H)	E15 – Homeless Voter Registration and Access to Vital Records
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E8 – Enhance the Emergency Shelter System (H)	E16 – Affordable Care Act Opportunities
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
E4 – First Responders Training	E10 – Regional Coordination of LA County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	

#### B. Subsidize Housing

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

#### A. Prevent Homelessness

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

#### C. Increase Income

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

#### D. Provide Case Management and Services

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

(H) – Strategies eligible to receive Measure H Funding

#### F. Increase Affordable/Homeless Housing

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

**Homeless Initiative Performance Data by Strategy  
July - December 2017 (unless otherwise noted)**

<b>Strategy</b>	<b>Metric</b>	<b>Data</b>
<b>A1: Homeless Prevention Program for Families</b>	Percentage of A1 participant families that retain their housing or transition directly into other permanent housing	64% (92/143)
<b>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)</b>	Number of B1 participants who secured housing with B1 subsidy	483
	Percentage of B1 participants who secured housing with B1 subsidy	19%
	Number of B1 participants approved for SSI	23
<b>B3: Partner with Cities to Expand Rapid Re-Housing (RRH)</b>	Number of participants newly enrolled in B3	6,110
	Number of participants currently enrolled in B3	13,716
	Number of B3 participants with permanent housing placements during the reporting period	1,385
	Number of B3 participants that exited the RRH program to a permanent housing destination	1,037  (out of 2,537 exits from RRH in the reporting period)  = 41%
	Number of B3 participants who obtained employment	423
	Number of B3 participants who obtained benefits	258
<b>B4: Facilitate Utilization of Federal Housing Subsidies</b>	Number of landlord/community engagement events held	13
	Number of landlord requests to participate in Homeless Incentive Program (HIP)	193
	Number of incentives provided to landlords	170
	Amount of incentives provided to landlords	\$233,998
	Number of units leased with HIP incentives (by bedroom size)	157  Bedroom sizes: 0= 20; 1= 60; 2= 53; 3= 19; 4= 4 and 5= 1
	Number of security deposits paid	138
	Amount of security deposits paid	\$222,030
	Number of utility deposits/connection fees paid	8
Amount of utility deposits/connection fees paid	\$1,101	

**Homeless Initiative Performance Data by Strategy  
July - December 2017 (unless otherwise noted)**

<b>Strategy</b>	<b>Metric</b>	<b>Data</b>
<b>B4: Facilitate Utilization of Federal Housing Subsidies</b>	Number of rental application and credit check fees paid	19
<b>B6: Family Reunification Housing Subsidy</b>	Number of B6 participant families placed in housing (1/1/17-12/15/17)	46
<b>B7: Interim/Bridge Housing for Those Exiting Institutions</b>	Number of individuals who have been served with B7-funded interim/bridge housing.	811
	Breakdown of the institution from which individuals who were served in interim/bridge housing were discharged	Hospitals – 155  Jail/Prison/Juvenile Detention Center – 378  Other – 281  (Sum of categories does not equal total number because some individuals have multiple enrollments and/or came from different places prior to enrollment.)
	Number of B7 participants who exit to a permanent housing destination	81
<b>C2/C7: Increase Employment for Homeless Adults by Supporting Social Enterprise</b>	Number of C2/C7 participants engaged in Transitional Employment (Newly Placed)	142
	Number of C2/C7 participants placed in unsubsidized employment (Newly Placed)	27
	Number of DPSS GR Participants served by C2/C7 (Newly Enrolled)	57
<b>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs</b>	Number of individuals at risk of or experiencing homelessness who were hired into county positions	12
<b>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</b>	Number of individuals newly enrolled in C4 program	4,062
	Number of individuals currently enrolled in C4 program	4,767
	Number of C4 participants approved for SSI benefits	23

**Homeless Initiative Performance Data by Strategy  
July - December 2017 (unless otherwise noted)**

<b>Strategy</b>	<b>Metric</b>	<b>Data</b>
<b>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</b>	Number of C4 participants who are linked to and have access to mental health services	998
	Number of C4 participants who are linked to and have access to health services	1,156
<b>C5: Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness</b>	Number of individuals newly enrolled in C5 program	188
	Number of individuals currently enrolled in C5 program	215
	Number of C5 participants approved for Veterans benefits	1
	Number of C5 participants approved for SSI benefits	1
	Number of C5 participants who are linked to and have access to mental health services	51
	Number of C5 participants who are linked to and have access to health services	53
<b>C6: Targeted SSI Advocacy for Inmates</b>	Number of individuals newly enrolled in C6 program	11
	Number of individuals currently enrolled in C6 program	13
	Number of C6 participants approved for SSI benefits	1
	Number of C6 participants who are linked to and have access to mental health services	3
	Number of C6 participants who are linked to and have access to health services	3
<b>D2: Expansion of Jail in Reach</b>	Number of inmates who received D2 jail in-reach services	2,556
	Number of D2 participant inmates who were assessed with the VI-SPDAT	2,196
	Number of D2 participant inmates placed in bridge housing upon release (from 9/14/17-12/31/17)	139
	Number of D2 participant inmates transported to housing upon release (from 9/14/17-12/31/17)	81
	Number of D2 participant inmates referred to SSI program (CBEST)	33

**Homeless Initiative Performance Data by Strategy  
July - December 2017 (unless otherwise noted)**

<b>Strategy</b>	<b>Metric</b>	<b>Data</b>
<b>D2: Expansion of Jail in Reach</b>	Number of D2 participant inmates referred to Community Transition Unit (CTU) for GR assistance at DPSS	202
	Number of D2 participant inmates referred to CTU for Medi-Cal application assistance	143
	Number of D2 participant inmates referred to CTU for driver's license or birth certificate	27
<b>D7: Provide Services and Rental Subsidies for Permanent Supportive Housing</b>	Number of D7 participants linked to Intensive Case Management Services	1,280
	Number of D7 participants approved for federal rental subsidies	637
	Number of D7 participants approved for local rental subsidies	354
	Number of D7 participants placed in housing	248
<b>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</b>	Percentage of homeless individuals with a positive Substance Use Disorder (SUD) assessment who were referred to and initiated treatment at the designated level of care	23%  (5,301/23,068)
<b>E4: First Responders Training</b>	Number of LASD deputies and sergeants trained (from 10/2016-12/2017)	947
	Number of non-law enforcement first responders trained (from 6/2017-12/2017)	251  (LACFD, Greater Los Angeles County Vector Control District, Los Angeles County Department of Parks and Recreation and Department of Animal Care and Control)

**Homeless Initiative Performance Data by Strategy  
July - December 2017 (unless otherwise noted)**

<b>Strategy</b>	<b>Metric</b>	<b>Data</b>
<b>E6: Countywide Outreach System</b>  (Data is for Coordinated Entry System (CES) Outreach Teams, Department of Health Services Multidisciplinary Teams (DHS MDTs), and LAHSA Homeless Engagement Teams (HET). Data is de-duplicated within each category, but there may be duplication across categories.)	Number of individuals initiated contact	7,516
	Number of individuals engaged	4,038
	Number of individuals who received services or successfully attained referrals	2,738
	Number of individuals who were placed in crisis or bridge housing	441
	Number of individuals who were linked to a permanent housing resource	359
	Number of individuals who were placed in permanent housing	98
<b>E7: Strengthen the Coordinated Entry System (CES)</b>  (All data for this strategy is for the CES as a whole.)	Number of households screened through CES	13,976
	Average length of time in days from assessment to housing match	125
	Average length of time in days from housing match to actual housing move-in	17
	Average length of stay in days in crisis/bridge housing for those who exited in the reporting period	86
	Average acuity score of persons or households who have obtained permanent housing	7.09
	Number of persons/households who have increased their income	2,300
<b>E8: Enhance the Emergency Shelter System</b>  (Data includes all participants served in programs funded in whole or in part by Measure H.)	Number of participants who entered crisis, bridge, or interim housing during the reporting period	7,297
	Number of participants who exited crisis, bridge, or interim housing to permanent housing during the reporting period	1,064
<b>E10: Regional Coordination of LA County Housing Authorities</b>	Average number of PHAs that participate in quarterly meetings	7

## STATE and LOCAL HOUSING RESOURCES

### Measure H (2017-27)

- \$3.5 B over 10 yrs (\$355 M annually) for implementing services and local subsidies
- LA County (quarter-cent sales tax)

### Proposition HHH (2017-27)

- \$1.2 B over 10 yrs for projects to create 10,000 SH units
- City of LA (bond)

### Affordable Housing Fund (2016- )

- Allocation: Y1/2/3/4/5 = \$20/40/60/80/100M thereafter; at least 75% AH/up to 25% RRH
- LA County

### No Place Like Home (1<sup>st</sup> NOFA in 2018)

- \$2 B for development of SH for persons in need of mental health services and experiencing homelessness
- California (bond)

### State Housing Package (2018- )

- SB2: Building Homes and Jobs Act, \$1.2 B over five years for permanent state source of funding for AH
- SB 3: \$4 B state housing bond Nov '18 ballot
- 13 other bills to streamline /ensure AH development to meet state housing needs

### AB 74: Housing for a Healthy CA (2018-20)

- \$20 M in capital and subsidies per year from National Housing Trust Fund tied to WPC & HHP services for supportive housing for chronically homeless Medi-Cal beneficiaries

CES  
Coordinated Entry  
System

FULL ARRAY  
OF INTEGRATED  
SERVICES IN  
SUPPORTIVE HOUSING

INTEGRATED  
SERVICES

HOUSING  
CAPITAL

RENTAL  
SUBSIDIES



## FEDERAL, STATE, LOCAL HEALTHCARE RESOURCES

### Housing for Health (DHS)

- Outreach, Intensive Case Management Services, bridge housing, permanent housing and navigation
- LA County

### ODR: Proposition 47 and SB 678 (DHS)

- Prop 47: \$20 M
- LA County
- SB 678: \$200 M over 5 yrs
- California

### Whole Person Care LA Pilot (2016-20)

- \$1.2 B over 5 yrs for high-cost, high-need Medi-Cal beneficiaries
- 10,000 housed by 2020
- LA County / under CA 1115 Medi-Cal Waiver

### Drug Medi-Cal Organized Delivery System (2016-20)

- New case management and field-based substance abuse treatment services
- LA County / under CA 1115 Medi-Cal Waiver

### Health Homes Program (July 2019- )

- New Medi-Cal benefit for integrated, person-centered service delivery system for populations with complex, chronic conditions
- Serve approx. 10,000 beneficiaries experiencing homelessness per year
- California /under ACA Health Homes Option CMS

# New Coordinated Outreach Model under E6 Strategy

System supported by the Health Agency and LAHSA E6-Leadership Team

Connections to Supportive Services, Housing Resources via CES

 All Stakeholders

 Countywide Web Portal for Outreach Requests (LA-HOP) \*coming soon!

 SPA-Wide CES Outreach Coordinators

- Deploy requests from LA-HOP to appropriate outreach teams
  - Create and maintain SPA-wide Outreach Inventory
- Create and support SPA-wide Outreach strategy to ensure well-functioning system
  - Track response times and outcomes; support capacity-building
- Facilitate collaboration and coordination between outreach teams, first responders, housing navigation, and other stakeholders

- Outreach To Do List:**
- ✓ Proactively outreach to people experiencing homelessness
  - ✓ Respond to requests for outreach
  - ✓ Support participants with immediate needs (e.g., shelter, mental/physical health), connecting to permanent housing resources
  - ✓ Work with other outreach teams, first responders, other stakeholders to support participant's care plans

 **Generalist Outreach Teams**  
(e.g., LAHSA's Homeless Engagement Teams (HET) [formerly ERT], other Outreach Teams)

 **Multidisciplinary Outreach Teams**  
(e.g., new DHS-funded MDT outreach Teams)

 **Specialty Outreach Teams**  
(e.g., DMH SB-82, DMH HOME, Veteran Outreach)

System supported by the Health Agency and LAHSA-E6 Leadership Team

## Old Outreach Model

Outreach requests from stakeholders being routed via a multitude of ways

No Centralized Coordinator of Outreach activities in the SPA

No clear inventory of outreach capacity in each SPA

Different information systems being used to deploy teams and track outreach progress, outcomes

Limited ability to serve people on the streets due to limited outreach capacity and limited specialists

Decentralized, unstructured system leading to confusion, duplication of services, uncoordinated approaches, competition, and service gaps

## New Outreach Model under E6

**Outreach requests from all stakeholders will be routed via a centralized, Countywide portal (coming soon!)**

**Centralized Coordinators of Outreach in each SPA acts as “Air Traffic Control” and convener of all outreach teams and stakeholders**

**Updated inventory of what outreach teams serve where and whom**

**Outreach deployment will be done through centralized system. Goal to have all teams enter outreach data in HMIS**

**Expanded capacity to serve street-based homeless through more outreach teams and new multi-disciplinary teams**  
**-MDTs includes medical, mental health, and substance use capacity that can serve anyone**

**Structured, coordinated system leading to less confusion, more robust services, stronger linkages**

## SUPPORTIVE HOUSING

## COMMUNITY OUTREACH TOOLKIT

#EVERYONEIN  
#YESTOHOUSING

## KEY MESSAGING

FOCUS ON DESCRIBING  
THE FOLLOWING TERMS  
IN GREATER DETAIL:Case Management      Supportive Services  
Non-Profit Developer      On-site ServicesHumanize  
HomelessnessEmphasize  
Community SafetyExplain Supportive  
ServicesHighlight Tenant  
Selection and  
Accountability

Break down the stereotypes of homeless individuals as “undeserving” and “bad.” **Describe** the factors and circumstances that lead to homelessness. **Emphasize** the desire of tenants to get off the street and rebuild their lives. **Use** messages that draw on compassion while explaining support services.

Address concerns of personal safety that arise when supportive housing is coming to a neighborhood. **Emphasize** the presence of qualified on-site security and 24-hour staff. **Share** how services will improve tenants’ well-being, **communicate** your long-term accountability to the community, and how you’ll **address** future concerns.

Most residents assume supportive housing simply provides shelter, and find terms like “supportive services” and “case management” to be vague and confusing. **Detail** the types of services provided and how residents will access them, especially those with a mental health diagnosis and/or addiction. **Consider** providing a “day-in-the-life” story of a tenant.

Communities are often concerned about who will be selected as tenants, and about unruly behavior and dangerous/illegal activity. **Explain** how tenants are selected and whether a specific population is served. **Clarify** the requirements for tenants to maintain their units. **Be specific** about what the building rules are and how you monitor them.

## COMMON RESIDENT VIEWS

## FEAR FOR PERSONAL SAFETY

- › Fear about how how mental illness and drug/alcohol addiction may impact their community and who will be selected as tenants
- › Neighbors may recall their scariest interaction with a homeless individual and fear that unruly behavior and dangerous/illegal activity will enter their neighborhood

SUPPORTIVE HOUSING IS  
UNKNOWN TO THEM

- › Most residents assume supportive housing simply provides shelter, with people who struggled on the street continuing to do so in housing.

## COMMUNITY SUPPORT

Support for a development often comes from a desire to do something to help homeless people, personal experience with similar successful programs and a belief that it can benefit the community.

## GENERAL TIPS

DROP “PERMANENT”  
AND JUST SAY  
“SUPPORTIVE HOUSING”

USE CLEAR, DIRECT AND  
JARGON-FREE LANGUAGE

DESCRIBE BUILDING UNITS  
WITH WORDS LIKE “HOMES”  
AND “APARTMENTS”

THE STRONGEST  
MESSENGERS ARE **TRUSTED**  
FRIENDS, COMMUNITY  
LEADERS AND VOICES THAT  
ARE PERCEIVED TO BE  
IMPARTIAL

AVOID DESCRIBING BUILDING  
AMENITIES, AND **FOCUS**  
**INSTEAD ON SUPPORT**  
**SERVICES** FOR TENANTS