



The Los Angeles County

HOMELESS INITIATIVE

REAL HELP. LASTING CHANGE.

Big Picture of the Homeless Service Delivery System in Los Angeles County

**Technical Assistance Session
City Homelessness Planning
January 31, 2018**



Welcome

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County of Los Angeles

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United Way of Greater Los Angeles
Home for Good Funders Collaborative



Agenda

1. Big Picture of Homeless Service Delivery System in Los Angeles County
 - a. Coordinated Entry System
 - b. Connecting City Homelessness Plans with Homeless Initiative strategies
 - Prevention and Diversion
 - Outreach
 - Interim Housing
 - Permanent Housing and Services
2. Check-In with City Grantees
3. Future Technical Assistance Sessions



Presenters

Sarah Mahin, Director of Policy & Systems
Los Angeles Homeless Services Authority

Maria Funk, PhD, District Chief of Adult Justice,
Housing, Employment and Education Services Bureau
Department of Mental Health

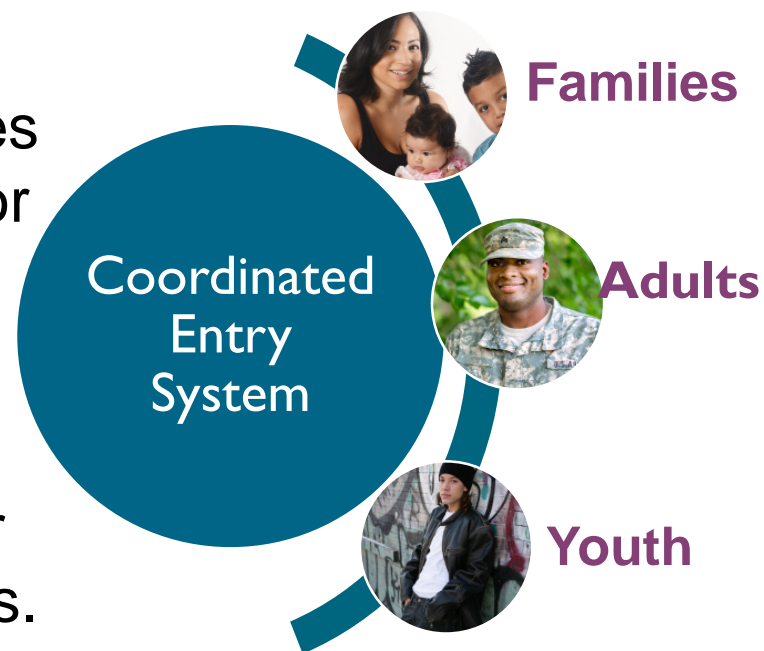
Cheri Todoroff, Deputy Director, Housing for Health
Department of Health Services

Myk'I Williams, Manager of Homeless Initiatives
Community Development Commission/Housing
Authority of Los Angeles County



Coordinated Entry System

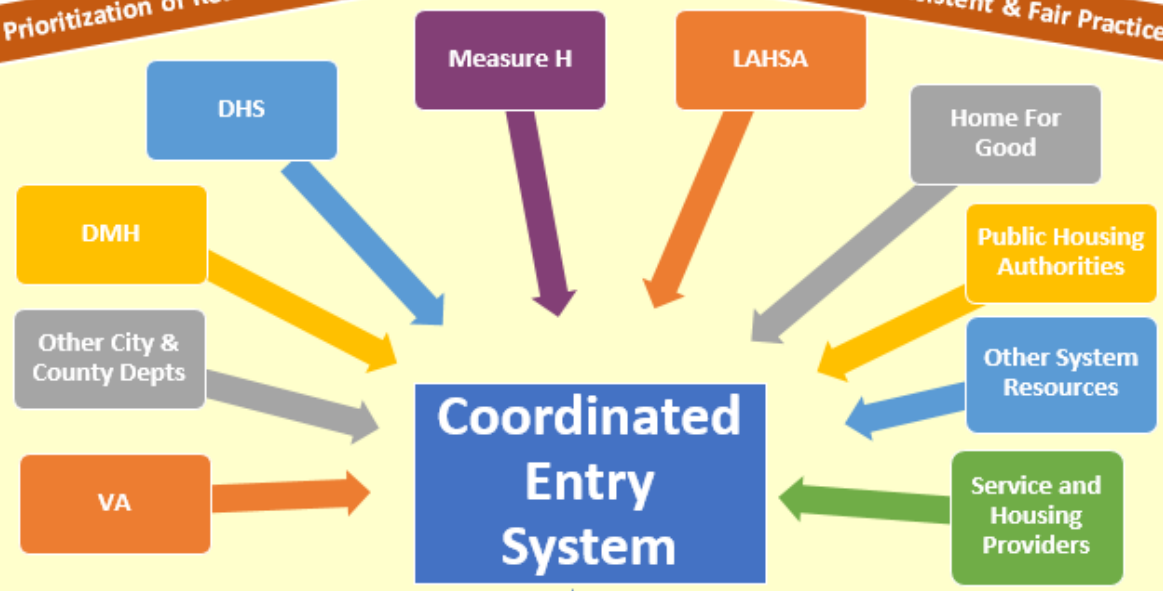
- The Coordinated Entry System (CES) is a countywide system that brings together new and existing programs and resources in order to connect people experiencing homelessness to the most appropriate housing and services to end their homelessness.
- CES lays the groundwork for a more efficient and effective use of resources and creates a system that is easier for people experiencing homelessness to access and navigate.
- The goal is to create a system that is more **effective**, **efficient**, and **fair** for everyone experiencing homelessness.





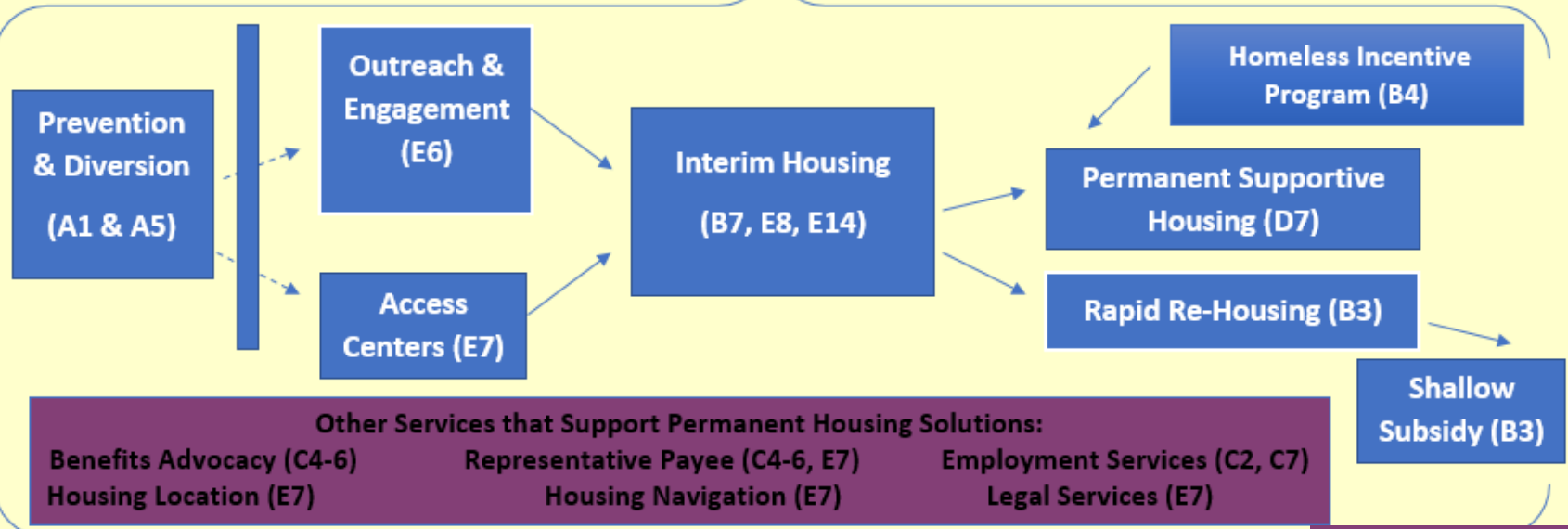
Strategic Prioritization of Resources

Consistent & Fair Practices



Person-Centered Processes that Reduce Barriers to Access

Integration of Services Between Providers & Across Systems





Service Planning Area Map with CES Leads

SPA 2 - San Fernando Valley

Adults & Families -
LA Family Housing
Youth - Village Family Services

SPA 4 - Central Los Angeles

Adults - The People Concern
Families - PATH
Youth - LA LGBT Center

SPA 5 - West Los Angeles

Adults & Families -
St. Joseph Center
Youth - Safe Place for Youth

SPA 8 - South Bay / Harbor

Adults, Families & Youth -
Harbor Interfaith

SPA 1 - Antelope Valley

Adults, Families & Youth -
Valley Oasis

SPA 3 - San Gabriel Valley

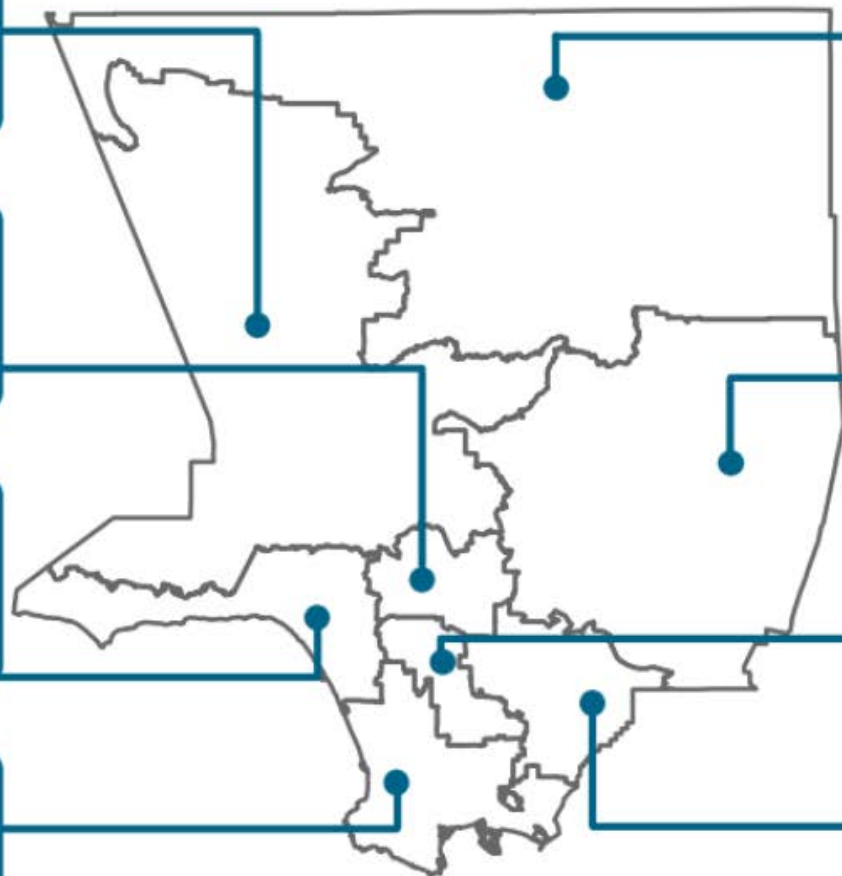
Adults & Families -
Union Station Homeless Services
Youth - Hathaway Sycamore

SPA 6 - South Los Angeles

Adults & Families -
SSG HOPICS
Youth - CRCD

SPA 7 - East Los Angeles

Adults - PATH
Families - The Whole Child
Youth - Jovenes





System Leadership

Los Angeles Homeless Service Authority's (LAHSA) Role:

- Oversight of CES operations and performance
- Lead continual system improvement
- Create and implement system-wide policy
- Integrate new partners into the system
- Ensure system is fair and accessible to all
- Direct use of LAHSA-funded resources within the CES



Prevention and Diversion

- Prevention and diversion aim to reduce the number of families and individuals who become homeless by reducing the number of individuals who lose their housing or are discharged into homelessness from institutions such as jails, hospitals and foster care.
- Prevention targets individuals or families at imminent risk of losing housing but who are not yet homeless.
- Diversion targets people as they are applying for entry into shelter and connects them to services and financial assistance.
- Strategies A1, A4, and A5 fund these efforts.

Consumer's Housing Situation	Intervention Used
AT IMMINENT RISK OF LOSING HOUSING (precariously housed and not yet homeless)	PREVENTION
REQUESTING SHELTER (at the "front door" or another program/system entry point seeking a place to stay)	DIVERSION
IN SHELTER (homeless/in the homeless assistance system)	RAPID RE-HOUSING

National Alliance to End Homelessness (n.d.)
<http://endhomelessness.org/wp-content/uploads/2011/08/creating-a-successful-diversion-program.pdf>



Outreach

Expand Countywide Outreach System (E6)

- Leadership for Homeless Initiative Strategy E6 is LAHSA and the Health Agency (Dept. of Mental Health and Dept. of Health Services)
- E6 Vision - To develop a coordinated outreach system to reduce duplication of services and increase efficiencies through the investment of resources for:
 1. Countywide Web Portal for Outreach Requests
 - Developed by LAHSA
 - LA-HOP (Los Angeles Homeless Outreach Portal)
 - Will be used to deploy teams and track requests
 - Launching by March 2018



Outreach continued.

Expand Countywide Outreach System continued.

2. E6 CES Outreach Coordinators

- At least two in each Service Area
- Funding is through LAHSA to the CES lead agency's
- Responsible for:
 - Providing outreach leadership and engaging all homeless outreach teams
 - Meeting regularly with outreach teams to coordinate services
 - Developing a comprehensive plan to ensure entire SPA is covered by outreach teams by mapping out areas each outreach team will serve
 - Ensuring requests for outreach are responded to and data collected



Outreach continued.

Expand Countywide Outreach System continued.

Measure H expanded outreach capacity in each SPA:

- Generalist Outreach Teams
 - Funding to Community Based Organizations through LASHA's contracts
- Multidisciplinary Outreach Teams
 - Expanding to 36 Teams Countywide by 6/30/18
 - Funding to Community Based Organizations through Department of Health Services contracts
 - 5 Staff per team include physical health, mental health, substance abuse, peer and generalist expertise
 - Additional 2 Outreach Generalists per Team for 20 Teams to focus on public spaces (e.g. parks, beaches/harbors and libraries)
- Homeless Engagement Teams (LAHSA – formerly Emergency Response Teams)
 - Expanding to 48 teams of 2 staff
 - Includes law enforcement teams, new river teams



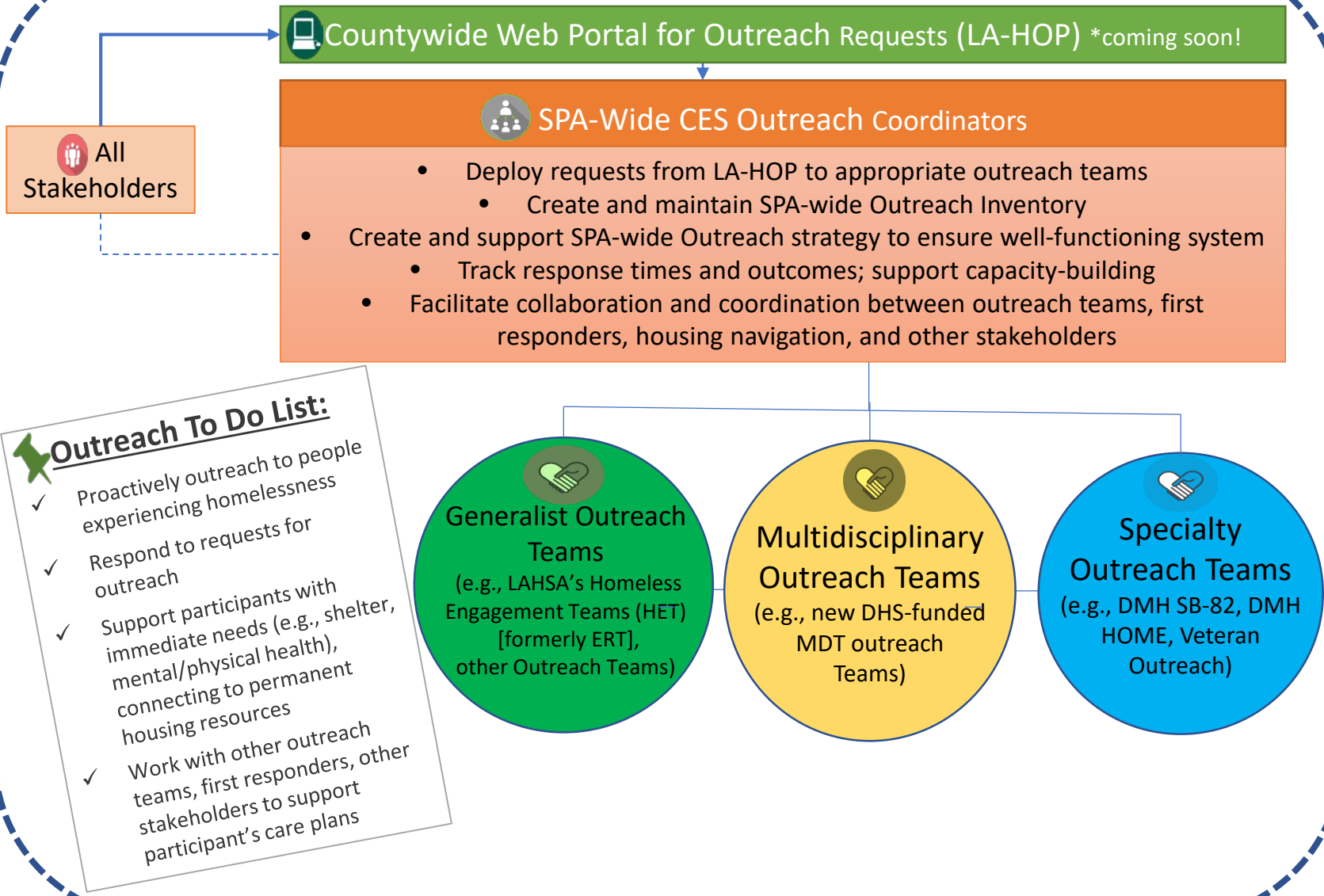
Outreach continued.

Expand Countywide Outreach System continued.

- Non-Measure H Outreach Teams
 - Some cities have funded their own teams (e.g. LA, West Hollywood, Pacific Palisades, Malibu and Redondo Beach)
- Specialist Teams
 - DMH's SB 82 Mobile Triage Teams (one in every SPA and HOME teams (SPAs 4 and 6 only) only target those with mental illness
 - Veteran outreach teams
 - Transition Age Youth outreach teams

New Coordinated Outreach Model under E6 Strategy

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



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)

Connections to Supportive Services, Housing Resources via CES

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





Outreach continued.

Expand Countywide Outreach System continued.

- **What Every City Should Know**
 - SPA Outreach Coordinators and any divisions into HUBs
 - Outreach Coordination Meeting Dates/Times
 - Work together to discuss outreach needs/hot spots
 - Coordinate the work of law enforcement and first responders
 - Community Based Organizations that provide outreach services in their city
 - How to use the Outreach Portal
- **Other Opportunities**
 - Dedication of city funds to increase outreach footprint and leverage the CES Outreach System
 - Provide Interim Housing that can be used as a resource for outreach teams



Housing and Services

Interim/Bridge Housing for Individuals Exiting Institutions (B7)

- **DHS/DMH** - 250 beds, including recuperative care beds, for individuals with complex health and/or behavior health conditions. Clients are referred by hospitals, jails, residential treatment programs, foster care etc.
- **Substance Abuse Prevention and Control** - 500 recovery bridge housing beds for clients who are homeless at treatment discharge and choose abstinence based housing.
- **LAHSA** – 241 beds of bridge housing for persons exiting institutions. Clients are referred by hospitals, jails, residential treatment programs, etc.



Housing and Services Continued.

Interim and Bridge Housing continued.

Enhancing the Emergency Shelter System (E8)

- **DHS/DMH** - 250 beds, including recuperative care beds, for individuals with complex health and/or behavioral health conditions who need a higher level of support services than is available in most shelter settings. Clients are referred by street outreach teams, shelters, service providers, etc.
- **LAHSA** – 829 crisis beds Youth and Adults and 423 bridge beds for Youth and Adults, and increased family shelter by more than 200 beds.
- **Capital Funding** for new shelter facilities

DHS, DMH and LAHSA are collaborating on a centralized process to refer clients to B7 and E8 beds.



Housing and Services Continued.

Facilitate Utilization of Federal Housing Subsidies (B4)

HACoLA has developed the *Homeless Incentive Program* (HIP) to encourage landlord acceptance of subsidized tenants with a Housing and Urban Development voucher issued by HACoLA.

HIP provides the following services:

- Vacancy payments to hold units
- Security Deposit Assistance
- Housing Counseling and Retention Services
- Damage Mitigation/Property Compliance Fund



Housing and Services Continued.

Facilitate Utilization of Federal Housing Subsidies continued.

City Engagement:

- Measure H provides for expansion of HIP to other Public Housing Authorities (PHA) in LA County
- PHAs who commit permanent housing subsidies to B4 receive \$3,500 per family in incentive funding. PHAs also receive administrative funding equal to 10% of incentive funding
- Currently, the following PHAs have combined to dedicate over 2,000 vouchers to this effort: HACLA (LA City), Pomona, Burbank, Pasadena, Redondo Beach, Glendale, Long Beach and Compton.
- Interested PHAs may contact HACoLA to participate in B4 and receive incentive funding. Vouchers are filled with referrals from CES. Homeless individuals and families should be referred to the appropriate CES lead agency for assessment and matching to these subsidies.



Housing and Services Continued.

Partner with Cities to Expand Rapid Re-housing (B3)

- Rapid re-housing is a crisis intervention model that connects individuals and families who are homeless with permanent housing quickly by using time limited financial assistance and targeted supportive services.
- DHS contracts with homeless services providers in all 8 Service Planning Areas to operate approximately 800 rapid re-housing slots.
 - The City of Santa Monica executed an agreement with DHS to contribute funding to the B3 program.
- LAHSA contracts with homeless services providers across the entire county to operate over 5,000 RRH slots for the 2017-2018 fiscal year.
- Shallow Subsidy will provide longer term shallow rental subsidies for people who received RRH services but continue to need an ongoing subsidy.
- Homeless people get access to RRH through CES



Housing and Services Continued.

Provide Services and Subsidies for Permanent Supportive Housing (PSH) (D7)

- **Permanent Supportive Housing** - Non-time-limited affordable housing assistance combined with wrap-around supportive services
- **Lead Agencies** – Department of Health Services, Department of Mental Health and Department of Public Health



Housing and Services Continued.

Provide Services and Subsidies for PSH Continued.

- **Goal:** Link 2,500 clients to supportive housing in FY 17/18
- All D7 clients receive:
 - Supportive Services (integrated Intensive Case Management Services, mental health services, and substance use disorder services)
 - Rental Subsidy
- Housing is project based and scattered site
- Clients hold their own lease; contribute 1/3 of income toward rent
- Estimate that 1,500 clients will be housed with a federal subsidy and 1,000 with a local subsidy
- Clients are matched to D7 housing through CES



Housing and Services Continued.

Provide Services and Subsidies for PSH Continued.

Intensive Case Management Services includes:

- Assist client with obtaining necessary documentation
- Assist with completing and submitting rental subsidy application
- Assist with housing search
- Eviction prevention support and intervention
- Ongoing client support and home visits
- Assist client with accessing and keeping appointments for health, mental health and Substance Use Disorder services
- Assist with life skills
- Assist with educational and volunteer opportunities
- Transportation
- Assist with obtaining health and income benefits



Housing and Services Continued.

Provide Services and Subsidies for PSH Continued.

Mental Health Services include:

- Housing Full Service Partnership (FSP) services will be provided by specialty mental health providers under contract with DMH.
- It is estimated that approximately 1/3 of D7 clients will have a serious mental illness and will be offered FSP services.
- FSP services are focused on helping clients manage the symptoms of their mental illness and assist them with their mental health wellness and recovery goals.

Services include:

- Individual/Group Therapy/Counseling
- Medication Support
- Crisis Intervention
- Referrals and Linkage



Housing and Services Continued.

Provide Services and Subsidies for PSH Continued.

Substance Use Disorder Services:

- Client Engagement and Navigation Services (CENS) will be provided by SUD providers under contract with Substance Abuse Prevention and Control (SAPC).
- It is estimated that approximately 1/3 of D7 clients will receive CENS services.
- CENS includes outreach and engagement, screening and referral, SUD service navigation, and care coordination to improve access to SUD services.
- Outpatient and Intensive Outpatient SUD services, including individual and group counseling.



Housing and Services Continued.

Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy (C4/C5/C6)

- Countywide Benefits Entitlement Services Team (C-BEST) provides SSI, SSDI, and Veteran benefits advocacy services to individuals who are homeless or at risk of homelessness.
- Services are provided in community based locations in all Service Planning Areas and in DPSS offices. Services will also be provided in County custody facilities.
- C-BEST will assist with the submission of 10,000 applications annually.



Housing and Services Continued.

Strengthen the Coordinated Entry System (E7)

- **Rep Payee Service** creates an optional and free representative payee program targeting people post-benefit that will support long-term housing retention.
- **Legal Services** assist participants in resolving legal barriers that impact obtaining housing, income, and employment.
- **Housing Locators** develop relationships with property owners/managers and increase landlords' willingness to rent to CES participants.
- **Family Reconnection** supports young people to reconnect with their families and provide stability to ensure stable housing.
- **Access Centers** allow for people experiencing street homelessness to access basic services, as well as get connected with CES and make progress towards permanent housing goals.



Housing and Services Continued.

Strengthen the CES continued.

Possible role for cities to strengthen CES

- Put resources into the System
- Know your CES Lead
 - Involve them in your planning to support the system
 - Develop a referral relationship into CES
 - Use the Leads and CES to fill housing resources

Challenges that exist:

- Housing stock
- Capacity
- Managing expectations



Contact information for County Department/Agencies

<http://homeless.lacounty.gov/cities/>

HOMELESS INITIATIVE (HI) COUNTY DEPARTMENT/AGENCY LEADS

Department/Agency	Lead Dept/Agency Name	Email Address
Alternate Public Defender	Erika Anzoategui	EAnzoategui@apd.lacounty.gov
Animal Care and Control	Allison Cardona	ACardona@animalcare.lacounty.gov
Arts Commission	Mayen Alcantara	malcantara@arts.lacounty.gov
Beaches and Harbors	Kerry Silverstrom	KSilverstrom@bh.lacounty.gov
Child Support Services	Julie Watson	Julie_Watson@cssd.lacounty.gov
Children and Family Services	Roberta Medina	MedinR@dcfs.lacounty.gov
Community Development Commission - HACoLA	Myk'l Williams	Mykl.Williams@hacola.org
Consumer and Business Affairs	Sabra Purifoy	SPurifoy@DCBA.lacounty.gov
County Counsel	Lianne Edmonds	LEdmonds @counsel.lacounty.gov
District Attorney	William Hodgman	whodgman@da.lacounty.gov
Fire Department	Chief Rick Moreno	Rick.Moreno@fire.lacounty.gov
Health Services	Cheri Todoroff	ctodoroff@dhs.lacounty.gov
Human Resources	Epifanio Peinado	epeinado@hr.lacounty.gov
Mental Health	Maria Funk	MFunk@dmh.lacounty.gov



Contact information for CES Leads

CES Regional Directors



SPA 1 – Antelope Valley

Pamela Griffin

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SPA 2 – San Fernando Valley

Kris Freed

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SPA 3 – San Gabriel Valley

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SPA 5 – West Los Angeles

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SPA 7 – Southeast/East Los Angeles

Meredith Berkson

People Assisting the Homeless

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SPA 8 – South Bay

Shari Weaver

Harbor Interfaith Services

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Group Discussion

Questions on the homeless system and homelessness planning including but not limited to:

- System Structure
- System Operators and players
- Coordination and interaction with different systems
- Funding, funding flow and how to access them
- How the city can interact with the system
- Opportunities for cities to leverage City/County/community resources (financial and in-kind) to amplify efforts to prevent and combat homelessness
- Other partnership opportunities
- Questions being raised during your City's homelessness planning
- Needs of the cities



Future Technical Assistance Sessions

TA Session 2: Land Use and Housing 101

February 21, 2018, 1pm - 3pm

(Web Meeting)

- Affordable/Supportive Housing Development and Land Use/Zoning
- Presentation of best practices and discussion

TA Session 3: Land Use and Housing 202 and Mid-Point Check In

Please hold March 12 and 13, 10 am - 1pm

(In-Person Meeting)

- Hands-on discussion on local case studies

Topics of Future TA Sessions?



Upcoming Events

Bus Tour of Affordable and Supportive Housing Sites

(2/14/2018)

Targets cities' elected officials, City Managers and diverse City Department representatives to visit affordable, supportive and blended housing sites that demonstrate successful models to address homelessness.

Planning Partners – County of Los Angeles, South Bay Coalition to End Homelessness, Harbor Interfaith Services, LINC Housing, PATH, CSH and United Way of Greater Los Angeles





Speakers' Contact Information

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