

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12point font):

NAME OF PROJECT: COORDINATED ENTRY SYSTEM FOR YOUTH

DATE OF IMPLEMENTATION/ADOPTION: AUGUST 2016

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12-point font. State clearly and concisely what difference the project has made.

1 On any given night, over 3,300 young people, ages 16-24, are starting their adult life
 2 experiencing homelessness in LA County. Each has a unique story and unique needs,
 3 which require services to be developmentally-appropriate and varied from that of their
 4 adult counterparts. The Coordinated Entry System for Youth (CESY) is a Countywide
 5 system that brings together new and existing resources to connect youth experiencing,
 6 or at risk of, homelessness to housing resources and support services to end their
 7 housing crisis. Through CESY, access to critical services is streamlined and services
 8 are coordinated to remove duplicative efforts and to maximize the impact of available
 9 resources. Youth experiencing, or at risk of, homelessness are assessed with a
 10 standardized triage tool and subsequently linked to developmentally-appropriate
 11 supportive services, as well as, Interim and Permanent Housing interventions that meet
 12 both the youth’s preference and needs, including support to reunify with family, where
 13 appropriate. Homeless Initiative Strategy E14, Enhanced Services for Youth, provided
 14 the opportunity to expand CESY to serve as the primary platform in the County to
 15 ensure experiences of youth homelessness are rare, brief, and non-recurring.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ UNDETERMINED	\$ UNDETERMINED	\$ UNDETERMINED	\$ UNDETERMINED	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Chief Executive Office – Homeless Initiative 500 West Temple St., Suite 493 Los Angeles, CA 90012		TELEPHONE NUMBER (213) 974-1752
PROGRAM MANAGER’S NAME Leticia Colchado		TELEPHONE NUMBER (213) 974-7370 EMAIL LColchado@ceo.lacounty.gov
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME) Jose Antonio Chew	DATE 07/02/2018	TELEPHONE NUMBER (213) 974-1489 EMAIL JChew@ceo.lacounty.gov
DEPARTMENT HEAD’S NAME AND SIGNATURE Sachi A. Hamai	DATE 07/02/2018	TELEPHONE NUMBER (213) 974-1101

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the **County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame**. Use Arial 12-point font.

Challenge(s):

- An estimated 3,300 youth and young adults experience homelessness on any given night in Los Angeles (LA) County according to the 2018 Homeless Youth Count.
- Youth experience unique risk factors and present support service needs that frequently differ from those of Adults and Adult Families - these unique characteristics and needs require housing resources and services that are tailored to the youth population.
 - Many young people at risk of, or experiencing homelessness lack meaningful connections to positive role models and the familial support systems, often taken for granted by the mainstream population.
 - Young people at risk of, or experiencing homelessness have extensive connections to the foster care and juvenile justice systems.
 - There are a growing number of college students experiencing homelessness and food insecurity, while trying to prepare themselves for a positive future.
- The Coordinated Entry System (CES) was implemented countywide for Families and Adults in 2013 and 2015, respectively.
 - Prior to 2016, there was not a sub-system of CES targeting youth experiencing, or at risk of homelessness.
 - Without a coordinated entry system for youth, housing resources for youth throughout the County were not aligned, and services were not standardized across agencies and Service Planning Areas (SPAs). Agencies serving youth were largely isolated and due to a lack in coordination, efforts were often duplicated, and scarce resources were not prioritized for the most vulnerable. Access to housing resources and supports were inconsistent and unfair.

Solution(s):

The CESY was piloted in the Hollywood region of the County during Summer 2015, with funding from the W.M. Keck Foundation and the Office of Supervisor Sheila Kuehl. In the Fall of 2016, the CESY was expanded countywide, using one-time funding made available through Homeless Initiative Strategy E14, Enhanced Services for Youth. This new resource made it possible for there to be a CESY Lead

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agency in every SPA of the County. Additionally, through implementation of Measure H, Strategy E14 funding considerably increased the housing and services available for young people experiencing homelessness. In partnership with the Homeless Initiative, the Los Angeles Homeless Services Authority (LAHSA) administers a significant amount of new resources that has strengthened partnerships with community-based agencies, school districts, higher education and county departments resulting in: 1) increased capacity to better serve young people at risk of, or experiencing homelessness; 2) substantial boosts in the housing inventory and scope of services for young people; and 3) implementation of new and innovative strategies for preventing and ending homelessness for young people.

During Fiscal Year 2017-18, LAHSA has added to CESY: 152 Crisis and Bridge Housing (CBH) beds; 124 Transitional Housing (TH) beds; and 196 Rapid Re-Housing (RRH) slots. Each of these housing resources are specific for young people experiencing homelessness. In Fiscal Year 2018-19, LAHSA plans to further increase the number of CBH and TH beds for young people, as well as, the number of RRH slots and Permanent Supportive Housing units available to young people at risk of, or experiencing homelessness.

Additionally, CESY has been key in prioritizing the most vulnerable young people to the above housing resources and the new Permanent Supportive Housing (PSH) slots (2500 added in FY 2017-18) administered by the Department of Health Services for young people, families and adults.

CESY Lead agencies and their community-based partner agencies are benefitting from increased collaboration and coordination. Increased resources made available to the CESY have supported the various lead agencies by both increasing their capacity to serve more young people and enhancing their services. Measure H funds have been used to staff new specialized positions to lead core CESY functions including intake, housing navigation and referral. Regional coordination in the community and increased collaboration with school districts through CES Educational Liaisons have also been supported in each SPA by CESY.

To better formalize the coordination and collaboration and inform policy development, LAHSA formed the Homeless Youth Forum of Los Angeles (HYFLA) and CESY Leadership Team (YLT). HYFLA consists of young people ages 16-24 with lived experience of homelessness, representative of key categories of young people experiencing homelessness in Los Angeles.

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HYFLA also serves as the LA Continuum of Care (CoC) Youth Action Board (YAB) and provides leadership in program design, policy development and strategic planning for preventing and ending youth homelessness.

The Youth Leadership Team (YLT) consists of representatives from a myriad of stakeholder groups working with young people experiencing homelessness. The YLT supports CESY implementation, coordinates and aligns systems and services, and identifies new and innovative strategies to address challenges and barriers. LAHSA provides leadership in convening HYFLA and YLT, and in supporting each entity to enhance the crisis response system for young people at risk of, or experiencing homelessness.

Funding to support the CES also provided the opportunity to expand capacity building and training for the homeless services delivery system by establishing a Capacity Building Unit and formation of the Centralized Training Academy (CTA). The CTA acts as a countywide training resource for homeless services staff and includes four distinct learning tracks: Case Management, Program Implementation, Policy, and Assessment. All training modules include youth-specific training subjects that have been identified by HYFLA and the YLT.

Outcomes

Quantitative:

- From July - March 2018, 2,768 youth were assessed using the Next Step Tool, the assessment tool developed specifically to assess the unique situations and experiences of young people at risk of, or experiencing homelessness.
- From July - December 2017, 1,257 young people were sheltered/served in interim housing, 733 young people were permanently housed, and 419 young parents and their children were prevented from becoming homeless.

Qualitative:

- Access to housing resources and supportive services for youth experiencing, and at risk of homelessness is streamlined and fair.
- Limited resources are prioritized for the most vulnerable youth throughout the County.
- Resources are maximized to the greatest extent feasible without duplication.
- The burden of connecting youth to housing is removed from the youth.
- Young people have an opportunity to flourish and become productive members of the communities in which they live.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The Coordinated Entry System for Youth embodies the values at the core of County Strategic Plan Goals I, II, and III.

- ***Strategic Plan Goal 1: Making Investments that Transform Lives*** - The CESY provides opportunities to not only transform, but save the lives of young people. Young people at risk of, or experiencing homelessness will have opportunities to be connected to housing and support services to become stable and to enhance their ability to thrive and become productive members of their communities.
- ***Strategic Plan Goal 2: Foster Vibrant and Resilient Communities*** – Young people at risk of, or experiencing homelessness and living their lives in their cars, on the street, or in encampments, impact the neighborhoods and businesses they are near. Through the CESY, young people are assessed and connected to developmentally-appropriate resources and services to assist young people to become thriving, contributing members of their communities.
- ***Strategic Plan Goal 3: Realize Tomorrow's Government Today*** – County departments are working in collaboration and partnership with CESY to coordinate and leverage services available for their young clients who are at risk of, or experiencing homelessness. Additionally, CESY serves as a central coordinating entity within the County to which city governments, community stakeholders, the faith community and county departments can reach out for support for young people at risk of, or experiencing homelessness.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

Los Angeles Homeless Services Authority
 811 Wilshire Blvd, 6th Floor
 Los Angeles, CA 90017

PRODUCTIVITY MANAGER’S NAME AND SIGNATURE

Will Lehman 
 EMAIL: WLehman@lahsa.org

DEPARTMENT HEAD’S NAME AND SIGNATURE

PETER LYNN 
 EMAIL: PLYNN@LAHSA.ORG

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS

N/A

PRODUCTIVITY MANAGER’S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD’S NAME AND SIGNATURE

EMAIL: _____