

PLEASE CLICK ON THE COUNTY OF LOS ANGELES SEAL  
TO RETURN TO THIS PAGE

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED JANUARY 23, 2023](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED JANUARY 31, 2023](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED JUNE 26, 2023](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED AUGUST 11, 2023](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED AUGUST 31, 2023](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED NOVEMBER 21, 2023](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED MARCH 6, 2024](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED APRIL 4, 2024](#)



**Chief  
Executive  
Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**CHIEF EXECUTIVE OFFICER**

Fesia A. Davenport

January 23, 2023

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

**REPORT BACK ON PROCLAMATION OF A LOCAL EMERGENCY FOR HOMELESSNESS IN THE COUNTY OF LOS ANGELES (ITEM NO. 3, JANUARY 10, 2023 AGENDA)**

On January 10, 2023, the Board of Supervisors (Board) unanimously adopted a motion declaring a local state of emergency for homelessness. The motion directed, among other things, the Chief Executive Office (CEO), to report back in 14 days with the authorities needed to accelerate administrative processes and interventions which enable the County to provide services to people experiencing homelessness (PEH). The motion further directed the CEO to develop a communication plan on how the County will coordinate and work with cities to implement solutions that will be implemented under the proposed authorities. The motion also identified the CEO Homeless Initiative as the lead for overall coordination of the County's emergency response, and directed the CEO to report back in 21 days on the necessary organizational changes and resources required to enable the Homeless Initiative to assume this leadership role. Finally, the Board directed the CEO to file periodic reports with the Board at quarterly, six and twelve month intervals related to Measure H expenditures, updates on the emergency declaration, and data on whether the declaration should be modified, extended or terminated. This first report contains recommendations (see Attachment I) we believe will result in an accelerated expansion of services for PEH.

**BACKGROUND: Deep, Invisible Investments Demand Higher Levels of Resolve to Prevent and End Homelessness**

For more than a decade, the County Board of Supervisors has championed efforts to combat homelessness in Los Angeles County. These efforts include creating the Homeless Initiative in 2016, and sponsoring Measure H, the ¼ cent sales tax, which



resulted in dedicated funding to fighting homelessness. These efforts have resulted in very large increases in the number of people moving from the streets to interim or permanent housing, and the number prevented from falling into homelessness in the first place.

The Los Angeles County 2022 Homeless Count identified just over 69,000 people experiencing homelessness of which 70 percent were unsheltered, the largest number of unsheltered people in the country. Since 2015 the number of people experiencing homelessness has increased by 55 percent. Seventeen percent (17%) more tents, vehicles, and makeshift shelters were visible in 2022 than in 2020, due in part to a pause on encampment interventions due to Covid-19. Almost 40 percent of people experiencing homelessness reported experiencing a mental health condition and/or substance use disorder and chronic homelessness increased by 10 percent.

The causes of homelessness are longstanding and complex. The County of Los Angeles has a shortfall of approximately 500,000 affordable housing units and renters need to earn about 2.5 times the minimum wage to afford the average asking rent in Los Angeles County. There is also a severe shortfall of federal rental subsidy resources available to County residents. Nationwide it is estimated that only 25 percent of households who meet the eligibility criteria for a federal rental subsidy will ever receive one - in Los Angeles County the estimate is 10 percent.

Los Angeles County has one of the most robust rehousing systems in the nation. Since 2017 almost 120,000 people have been served in interim housing and over 87,000 have exited homelessness to permanent housing. Collective investments have created more housing in the past five years than the previous 30 years; last year over 21,000 people were rehoused. Since 2019, interim housing beds have increased 62 percent and there are now over 25,000 interim housing beds in the County. Focused efforts to bring some of the most vulnerable PEH inside contributed to a 49 percent increase in the number of people with serious mental illness or substance use served in interim housing.

Despite these deep investments in our rehousing system, the pace of people falling into homelessness has continued to exceed the number of people who become housed and, as a result, the number of people experiencing homelessness at any given time has not decreased. In addition, gaps, inefficiencies, and fragmentation in our regional system, funding restrictions, burdensome administrative reporting requirements, strategies that do not actually move PEH towards shelter or permanent housing, collectively dilute our efforts and leave PEH underserved. The crisis is outpacing our response, keeping the evidence of our deep investments largely hidden and visible only to those who have been positively impacted by our system's increased capacities.

## **Supporting County Departments Outpaced by the Crisis**

The Board has appropriately recognized that more is needed to fortify our resolve in the fight against homelessness. The Board's emergency declaration evidences an intent to move toward a whole-of-County approach in five areas: contracting and procurement, hiring, housing, services, and spending.

As a first step, the CEO convened County departments to identify the authorities needed to eliminate long-standing, well-intended rules and processes, which have slowed our response to PEH. Specifically, the CEO convened, over approximately ten days, County Counsel, the Departments of Aging and Disabilities (AD), Consumer and Business Affairs, Economic Opportunity, Health Services (DHS), Human Resources, Internal Services (ISD), Mental Health (DMH), Public Health (DPH), Public Social Services (DPSS), and Public Works (DPW), among others, as well as the Los Angeles County Development Authority (LACDA), to identify barriers to accelerated service delivery and further identify County rules your Board could waive, suspend, or delegate.

## **A Strategic Focus of the Emergency Declaration and Prioritizing Unsheltered PEH**

Effective emergency response requires prioritizing the most urgent need and resisting the desire to address every issue at once – the latter dilutes the ability to be effective. Once needs are prioritized, then missions can be articulated, and roles and responsibilities assigned. The missions will use Anti-Racism, Diversity, and Inclusion (ARDI) equity tools to ensure equitable implementation and resource distribution. The CEO's Homeless Initiative recommends that the County initially focus on three missions identified below.

### **Mission 1: Encampment Resolution**

*Reduce unsheltered homelessness using a systematic approach to encampment resolution conducted in partnership with local jurisdictions.*

The County will collaborate with Councils of Government and cities to develop plans for encampment resolution. These plans will include: 1) outreach to those residing in the encampment; 2) identifying and offering interim housing for those living in the encampment; 3) matching clients to permanent housing resources and providing housing navigation services to move them into permanent housing; and 4) providing supportive services in both interim and permanent housing. The County must be willing to proactively support our local jurisdictions and governing entities to resolve encampments, by providing funding and resources, and local jurisdictions must be willing to identify and site housing in their respective jurisdictions.



## **Mission 2: Housing**

*Increase interim and permanent housing placements.*

Working in more streamlined collaboration with local partners and stakeholders, increase housing placements by accelerating interim housing turnover (move people quickly from interim housing to permanent housing so more people can be served with existing interim housing beds), making strategic investments in new interim housing linked to encampment resolution (see above), accelerating timelines to produce permanent housing, and increasing the number of permanent housing resources in partnership with local jurisdictions.

## **Mission 3: Mental Health and Substance Use Disorder Services**

*Provide mental health and substance use disorder services to unsheltered and sheltered people experiencing homelessness at the level needed to meet their needs.*

Coordinate the provision of field based mental health and substance use disorder assessments and services with outreach workers and interim housing providers. Reduce wait times for services, when they exist, by prioritizing the delivery of mental health and substance use disorder services to PEH unless otherwise prohibited.

### **Prioritizing Services for Unsheltered PEH**

The missions described above will help County departments (including but not limited to AD, DHS, DMH, DPH, DPSS) focus their efforts so that we move together in support of the same three areas. Although focus is crucial, it is equally important that departments prioritize the homeless population in their service delivery – rather than just focusing on the broad mission. For this reason, we propose exploring whether under the emergency declaration the County can prioritize the provision of health and social safety net services to people experiencing homelessness, where legally permitted to do so. This means, with all things being equal between two constituents seeking services, and if legally permissible to do so, County health and social safety net departments would prioritize PEH unless doing so would exacerbate homelessness in the County or jeopardize the life or health of others.

### **Recommended Authorities**

The CEO convened a series of workshops with departments over the prior 10 days, and workshop participants identified more than 50 recommendations aimed at removing barriers in contracting and procurement, hiring, housing, services, and spending. The CEO reviewed the recommendations and identified a “first wave” of

actions needed to jumpstart County departments' response to the declared emergency. These "first wave" authorities and recommended implementation processes are detailed in Attachment I and consist of broad and impactful actions we recommend the Board take to provide departments with clear authority to address the County's homelessness crisis in a new and material way.

We recognize that departments will continue to identify barriers, and that some already identified barriers require additional detailed analysis to determine appropriate resolution. We must also provide your Board with transparent and clear tradeoffs associated with implementing changes in the way the County currently does business. Tradeoffs could include additional risk or liability to the County resulting from less rigorous candidate screening, contracted services, or the optics associated with accelerated procurement and contracting, possibly on a sole source basis.

As departments begin to reassess their lines of business to best implement the directives of the homeless emergency proclamation, we anticipate other consequences including potential service reductions in low priority areas. These reductions are best understood as both necessary and desirable to achieve a sufficient focus on the proposed missions and desired outcomes.

There are many additional recommendations that require further evaluation to determine whether they would be impactful for addressing the homelessness emergency and what is needed to operationalize those recommendations. The CEO will continue to work with departments to refine these "second wave" authorities and report to the Board in 90 days with appropriate recommendations.

### **Communication Plan**

Aligned with the recommendations of the Blue-Ribbon Commission on Homelessness, the CEO Homeless Initiative has taken a proactive approach to engaging with contract cities, independent cities, and Councils of Government. These efforts involve sharing information on developments relevant to Measure H and County efforts related to PEH. We plan to enhance and leverage this infrastructure to share what is new or different under the emergency declaration as well as establish stronger connections, particularly around the Encampment Resolution mission. We will develop or expand regular times to provide periodic updated information and use various communication channels to ensure effective and convenient communication spaces.

### **Conclusion**

This is our initial response to the Board motion proclaiming an emergency for homelessness. Our next report is due on January 31, 2023, and will focus on the staffing and resources needed to enable the CEO Homeless Initiative to coordinate

implementation efforts related to the emergency declaration. Future reports will focus on second wave authorities as well as funding necessary to support departmental efforts to meet the missions of the emergency declaration.

Future reports will also include recommendations on authorities and missions related to preventing homelessness which will be aligned with Prevention Services Task Force recommendations. It is estimated that if inflow into homelessness stopped our existing rehousing system could end homelessness in Los Angeles County in three to four years.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or ctodoroff@ceo.lacounty.gov.

FAD:JMN  
CT:gl

#### Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Aging and Disabilities  
Consumer and Business Affairs  
Economic Opportunity  
Health Services  
Internal Services  
Mental Health  
Public Health  
Public Social Services  
Public Works  
Los Angeles County Development Authority

Authority Needed	Recommended Implementation
<b><i>Contracting/Procurement</i></b>	
<p><u>New Contracts</u>: Unless otherwise required by State or federal law, waive the sole source policy and authorize CEO and departments to prepare and execute agreements, both competitively procured and sole source, and any and all amendments that support homeless programs within the County with the following parameters: (1) the CEO confirms in writing that the agreement implements or is in support of a designated mission; (2) the CEO confirms in writing that funds have been approved by the Board or by a Board office in its County Homeless Prevention Initiative – Homeless Services Fund, or are otherwise budgeted; (3) the term of the agreement, including all amendments, shall expire no later than two years after the Board terminates the emergency proclamation; and (4) the agreement and all amendments are approved, as to form, by County Counsel.</p>	<p>Direct the CEO to work with County Counsel, Auditor-Controller, and impacted departments to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.</p>
<p><u>Amendments to Existing Contracts</u>: Unless otherwise required by State or federal law, authorize CEO and departments to prepare and execute any and all amendments to existing agreements that support homeless programs within the County with the following parameters: (1) the CEO confirms in writing that the agreement amendment implements or is in support of a designated mission; (2) the CEO confirms in writing that funds have been approved by the Board or by a Board office in its County Homeless Prevention Initiative – Homeless Services Fund, or are otherwise budgeted; (3) the term of the agreement amendments, shall expire no</p>	<p>Direct the CEO to work with County Counsel, Auditor-Controller, and impacted departments to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.</p>

Authority Needed	Recommended Implementation
<p>later than two years after the Board terminates the emergency declaration; and (4) the agreement and all amendments are approved, as to form, by County Counsel.</p>	
<p><u>Increased Purchasing Authority for Departments:</u> For purchases that support a designated mission, increase departments' delegated purchasing authority to \$50,000 and, to the extent legally permitted, waive the County's open competitive solicitation or bidding requirements and the County's Sole Source Policy for such purchases.</p>	<p>Direct the CEO to work with County Counsel, Auditor-Controller, ISD, and impacted departments to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.</p>
<p><u>Emergency Purchasing Authority for the County's Purchasing Agent:</u> For purchases that support a designated mission, authorize the CEO and direct the County's Purchasing Agent, as applicable, and to the extent legally permitted, to (a) approve any purchases that would require Board approval under current law, regulations, or Board policies, (b) take any procurement or other actions necessary for the expedited acquisition of all goods, including supplies, equipment and services needed, while waiving the County's open competitive solicitation or bidding requirements, the need for the Purchasing Agent to comply with the County's Sole Source Policy, the need for the Purchasing Agent to obtain the Board's approval for capital asset purchases in excess of \$250,000, and any other County Purchasing Policies to the extent legally allowed.</p>	<p>Direct the CEO to work with County Counsel, Auditor-Controller, ISD, and impacted departments to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.</p>
<p><u>Uniform Contract with LAHSA:</u> Create a streamlined contract for all County contracts with LAHSA.</p>	<p>Direct County Counsel to convene all departments that contract with LAHSA, including but not limited to CEO,</p>



Authority Needed	Recommended Implementation
	DPSS, Aging, DHS, and LACDA, to develop a streamlined uniform contract and report to the Board in 60 days.
<b>Hiring</b>	
<u>Emergency Hiring</u> : Authorize departments to hire without an examination as authorized pursuant to Civil Service Rule 13.04 for all positions that support a designated mission, as confirmed in writing by the CEO.	Direct the Director of Personnel to work with CEO and County Counsel to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.
<u>Hiring and Retention Incentives</u> : Authorize departments to provide hiring and retention incentives for positions with a direct connection to a designated mission, including but not limited to signing bonuses, retention bonuses, longevity bonuses, bonuses for field-based work, and housing stipends, provided (1) the CEO confirms in writing that the proposed positions have a sufficient nexus to a designated mission, and (2) sufficient funds are budgeted to support the positions.	Direct the CEO to work with the Director of Personnel and County Counsel to identify incentives, develop a protocol to approve and track incentives provided, and report to the Board in 30 days.
<u>Authority for Departments to Add Emergency Positions and Approve Special Step Placements</u> : Authorize CEO to temporarily delegate authority to departments to approve new ordinance only items and special step placements for positions that support a designated mission, provided (1) the CEO confirms in writing that the proposed positions support a designated mission, and (2) sufficient funds are budgeted to support the positions.	Direct the CEO to work with the Director of Personnel and County Counsel to identify incentives, develop a protocol to approve, track and audit delegations of authority, and report to the Board in 30 days.



Authority Needed	Recommended Implementation
<b><i>Housing</i></b>	
<p><u>Fewer Regulations on New Housing:</u> Unless otherwise required by state or federal law, ease rules and regulations that slow or prevent the construction of interim or permanent housing for PEH, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Waiving electric-ready sustainability requirements</li> <li>• Allowing building and grading permits to issue concurrently</li> <li>• Relaxing low impact development (LID) requirements for stormwater prevention</li> </ul>	<p>Direct DPW, in collaboration with CEO, County Counsel, DRP, LACDA, and other departments, to report to the Board in 30 days identifying specific County Code provisions or rules that should be amended and identify potential impacts of doing so, including but not limited to any required environmental review.</p> <p>Further direct DPW, in collaboration with the departments above, to report to the Board in 60 days recommending legislative proposals at the State and federal level to further streamline the review, approval, and construction of interim and permanent housing for PEH.</p>
<p><u>Delegated Authority to Acquire Property:</u> Authorize the CEO to approve and execute all property acquisition and sales that support a designated mission.</p>	<p>Direct CEO to develop an implementation and reporting protocol and report to the Board in 30 days.</p>
<p><u>Delegated Leasing Authority:</u> Authorize CEO to execute and amend all leases necessary to support a designated mission and find that such leases are necessary to meet the social needs of the population of the County pursuant to Government Code section 26227.</p>	<p>Direct CEO to develop an implementation and reporting protocol and report to the Board in 30 days.</p>
<b><i>Services</i></b>	
<p><u>Expand Departments' Authority to Accept Grants:</u> Delegate authority to departments to apply for and accept new or expanded grant agreements provided: (1) the CEO confirms in writing that the grant agreement supports a designated Mission; and (2) the CEO confirms in writing that the services funded by the grant support a designated mission.</p>	<p>Direct the CEO to work with County Counsel, Auditor-Controller, and impacted departments to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.</p>

Authority Needed	Recommended Implementation
<b><i>Spending</i></b>	
<p><u>MHSA Flexibility</u>: Use restricted MHSA funding to support any of the stated missions whether the funding is in the spending category previously set by the MHSA spending schema.</p>	<p>Direct the Legislative Affairs and Intergovernmental Relations Branch to advocate for solutions at the State level to create flexibility with MHSA funding to include individuals experiencing homelessness and those involved in the criminal justice system, as well as remove silos and other restrictions that create barriers and prevent counties from effectively spending MHSA funding where it is needed, when it is needed, and in what form it is needed.</p>
<p><u>Homeless Initiative Funding Flexibility</u>: Delegate authority to the CEO to increase or decrease allocation amounts to County departments and agencies and across service types for any Board approved budgeted funding sources administered by the Homeless Initiative.</p>	<p>Direct the CEO to work with County Counsel, Auditor-Controller, and impacted departments to develop an implementation, tracking, and reporting protocol and report to the Board in 30 days.</p>



**Chief  
Executive  
Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**CHIEF EXECUTIVE OFFICER**

Fesia A. Davenport

January 31, 2023

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

**REPORT BACK ON PROCLAMATION OF LOCAL EMERGENCY FOR HOMELESSNESS  
IN THE COUNTY OF LOS ANGELES (ITEM NO. 3, JANUARY 10, 2023 AGENDA)**

On January 10, 2023, the Board of Supervisors (Board) unanimously adopted a motion declaring a local state of emergency for homelessness. The motion directed, among other things, the Chief Executive Office (CEO) to report back in 14 days with the authorities needed to accelerate administrative processes and interventions which enable the County of Los Angeles (County) to provide services to people experiencing homelessness (PEH). The motion further directed the CEO to develop a communication plan on how the County will coordinate and work with cities to implement solutions that will be implemented under the proposed authorities. The motion also identified the Chief Executive Office - Homeless Initiative as the lead for overall coordination of the County's emergency response and directed the CEO to report back in 21 days on the necessary organizational changes and resources required to enable the Homeless Initiative (HI) to assume this leadership role. Finally, the Board directed the CEO to file periodic reports with the Board at quarterly, six, and 12-month intervals related to Measure H expenditures, updates on the emergency declaration, and data on whether the declaration should be modified, extended, or terminated.

This report provides the 21-day report back to the Board on the organizational changes and resources needed for HI to immediately assume the leadership role in managing the local emergency proclamation until the County entity responsible for homelessness is finalized and to concurrently establish the infrastructure to maintain the efforts initiated under this local emergency proclamation.



## **Homeless Initiative – Current State**

On August 17, 2015, the Board launched the HI with the primary objective of developing a coordinated set of recommended strategies to prevent and address homelessness which was approved by the Board on February 9, 2016. On March 7, 2017, a quarter-cent Measure H special sales tax was approved by over 69 percent of County voters, which created a revenue stream to fund the strategies for a period of 10 years.

In 2021, the Board approved a motion to re-assess the HI strategies and provide recommendations to improve or modify the strategies to address the ever-changing homelessness crisis. The resulting New Framework to End Homelessness in the County focuses on three key partners – rehousing system, mainstream government systems, and cities – and five strategies – coordinate, prevent, connect, house, and stabilize. The New Framework prioritizes increasing exits to permanent housing, responding at scale to the persistently underserved (the number of people who have been homeless for six or more months has been steadily increasing and this group has been contributing to the annual increases in the Homeless Count), and advancing racial equity. The New Framework calls for fully leveraging mainstream systems to prevent and reduce homelessness and for partnerships with cities and Councils of Government (COGs) on encampment resolution and expanding housing.

Historically the primary functions of HI have been to oversee HI strategies, recommend to the Board how Measure H funds are allocated to the strategies, provide oversight and accountability for the Measure H special revenue tax, and implement Board priorities related to homelessness.

During the COVID-19 pandemic, HI began overseeing multiple pandemic related emergency funding streams. In addition, HI is now managing state Homeless Housing, Assistance and Prevention (HHAP) funding; and through pending agreements with local Medi-Cal Managed Care Plans, LA Care and Health Net, will soon be managing Housing and Homelessness Incentive Program (HHIP) funding. With the new funding, HI has increased administrative responsibilities (budget, fiscal, contracts), reporting requirements, and oversight over large and complex programs, such as Project Homekey and leasing of private sector rental units, countywide to accelerate lease up for clients with tenant based rental subsidies.

HI has approximately 30 staff and is organized into three units: Programs (9 staff), Housing and Intergovernmental Relations (8 staff), and Administration (8 staff). The Programs unit is responsible for prevention, access and response systems, and system integration. Housing and Intergovernmental Relations is responsible for interim and permanent housing, policy, and coordination and collaboration with local jurisdictions (cities, COGs, and unincorporated areas). The Administration unit

is responsible for preparing and tracking budgets, fiscal oversight, and contracts development and management. In addition, HI staff includes, along with the HI Executive Director, communications lead, and support staff. HI staff are fully utilized and there have been pronounced challenges absorbing the additional workload that has come with increased funding and increased programmatic and administrative oversight.

### **Emergency Declaration - Organizational Changes and Resources Required**

The January 23, 2023, 14-day report back to the Board on the emergency declaration included recommendations for three missions to initially focus on under the emergency declaration: Encampment Resolution, Housing, and Mental Health and Substance Use Disorder Services (collectively, the “PEH Missions”). To be successful, HI will need staff to drive the countywide execution of the PEH Missions. This represents a significant change and increase in workload as it moves the emphasis from planning and funding oversight to real time, hands-on, daily logistical coordination and resource management with local jurisdictions to resolve encampments and move people into housing. The report back also identified a “first wave” of actions aimed at removing barriers in contracting and procurement, hiring, housing, services, and spending needed to accelerate expansion of services for PEH. HI will need staff to direct the alignment of County department resources with the emergency declaration and help departments spend, contract, and hire more effectively in support of the PEH Missions and to provide the necessary oversight and accountability.

The CEO recommends that an emergency declaration on homelessness section be established within HI with three main functions: 1) County Operations, 2) Local Jurisdiction Coordination, and 3) Communications.

#### County Operations

The County Operations team would be responsible for overseeing all administrative and operational coordination with and between County departments, and with State and federal entities, related to managing and responding to the emergency declaration. This includes:

- Develop a governance and implementation framework for the PEH Missions including developing, updating, maintaining, and tracking PEH Missions project management plans in coordination with participating County departments and other entities; identify implementation challenges and quickly implement or recommend solutions as needed.
- Set goals and key performance indicator metrics for the PEH Missions.

- Ensure equitable implementation of the PEH Missions and the application of ARDI equity tools.
- Establish and operationalize protocols to approve County departments use of accelerated hiring, procurement, contracting, spending, housing and services authorities including confirming that the use is needed to implement or support a PEH Mission and that funding has been approved by the Board or otherwise budgeted.
- Oversee and direct HI emergency declaration hiring, contracting, and procurement including ensuring compliance with emergency declaration protocols.
- Establish and manage protocols for appropriate controls, tracking, and auditing for actions taken under the emergency declaration.
- Prepare Board and public reports on the status of the emergency declaration.
- Coordinate with County departments to ensure full utilization of accelerated hiring, procurement, contracting, spending, housing and services authorities to support the PEH Missions; identify implementation challenges and quickly implement or recommend solutions as needed.
- Coordinate with County departments on opportunities to prioritize health and social safety net services to PEH where legally permitted to do so.
- Direct the forecasting and planning of HI funding streams to align with the emergency declaration and PEH Missions and track utilization of the funds.
- Maintain inventory of local, State, federal, private, and other financing related to housing and homelessness available to and received by County departments; coordinate alignment with the emergency declaration and PEH Missions and track utilization of the funds.
- Coordinate State and federal requests for support, funding, regulatory relief, legislation, etc., in collaboration with County departments.
- Identify opportunities to secure new funding to support the emergency declaration and PEH Missions and prepare and submit funding requests.
- Act as the liaison with State and federal officials, Continuums of Care, Public Housing Authorities, housing departments and developers, service providers, and stakeholders to coordinate actions taken under the emergency declaration.

#### Local Jurisdiction Coordination

The Local Jurisdiction Coordination team is responsible for overseeing all coordination with local jurisdictions (including cities, COGs, and unincorporated areas) in support of the emergency declaration and PEH Missions. This includes:

- Direct the operationalization of the Encampment Resolution and Housing Missions in local jurisdictions in partnership with cities and COGs.



- Establish regional units dedicated to logistical coordination with local jurisdictions, County departments, Continuums of Care, service providers, Metro, school districts, and other stakeholders on encampment resolution.
- Coordinate with local jurisdictions on plans, protocols, timelines, etc., to resolve encampments within their jurisdiction; develop and maintain encampment resolution schedule.
- Assess County resources and services necessary to support encampment resolution efforts and coordinate with County Operations team.
- Coordinate with local jurisdictions on strategic uses of the Local Solutions Fund to support encampment resolution within their jurisdiction.
- Coordinate with local jurisdiction to create interim and permanent housing to support encampment resolution within their jurisdiction, including co-investment opportunities.
- Act as the liaison with local jurisdictions that have declared their own state of emergency on homelessness.

### Communications

The Communications team is responsible for developing the communication strategy and managing overall communications related to the emergency declaration and PEH Missions. This includes:

- Prepare public facing reports and dashboards with information on the status of the emergency declaration and key performance indicator metrics, including use of social media, websites, newsletters, etc.
- Manage and respond to public and media inquiries related to the emergency declaration and PEH Missions.
- Develop and direct communications with cities, COGs, and unincorporated areas related to the emergency declaration and PEH Missions, including supporting local jurisdictions with their communication strategies.
- Support internal communications with County departments, Board offices, etc.
- Develop materials to support PEH Missions including videos and digital content, fact sheets, educational and resource documents, etc.

### **Conclusion**

It is estimated that HI will need up to 20 positions to perform the functions described above. Funding to support emergency declaration staff is included in the Fiscal Year 2023-24 Homeless Initiative Funding Recommendation Board Letter that your Board will consider at the February 7, 2023, Board meeting. The CEO has strived to control administrative costs associated with HI; with the inclusion of

funding for emergency declaration positions HI administrative costs will remain under 3 percent. I recommend that the CEO begin hiring the necessary staff within HI and report to the Board with recommended position allocations and funding in the Fiscal Year 2023-24 Final Changes budget phase. In this sense, hiring means hiring employees into County service and seeking transfers from other County departments. Hiring will be phased in with an initial focus on staffing who will work with cities on encampment resolution; develop robust communications strategies for municipal partners and stakeholders; help departments spend, contract, and hire more effectively in support of the PEH Mission; and as well as establish the governance and implementation framework for the PEH Missions.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

FAD:JMN:CT  
JR:ns

c: Executive Office, Board of Supervisors  
County Counsel  
Aging and Disabilities  
Consumer and Business Affairs  
Economic Opportunity  
Health Services  
Internal Services  
Mental Health  
Public Health  
Public Social Services  
Public Works  
Los Angeles County Development Authority  
Los Angeles Homeless Services Authority



## Chief Executive Office.

### COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

#### CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

### HOMELESS EMERGENCY

June 26, 2023

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

From: Fesia A. Davenport *FAD*  
Chief Executive Officer  
FAD (Jun 23, 2023 16:08 PDT)

### **PROCLAMATION OF LOCAL EMERGENCY FOR HOMELESSNESS IN THE COUNTY OF LOS ANGELES (ITEM NO. 3, AGENDA OF JANUARY 10, 2023)**

On January 10, 2023, the Board of Supervisors (Board) approved a motion proclaiming a local emergency for homelessness in the County of Los Angeles. Directive No. 3E of the motion directed the Chief Executive Office (CEO) and all relevant County departments to identify strategic uses of restricted funding and equitable implementation and distribution of resources to highest need geographies and populations utilizing Anti-Racism, Diversity, and Inclusion (ARDI) tools in order to alleviate the crisis among unhoused individuals and any State and Federal legislative relief required to use restricted funding as proposed and report back to the Board in 60 days on all available options.

On April 11, 2023, the CEO in collaboration with the Directors of the Departments of Mental Health (DMH) and Public Works issued a report to the Board on the implementation protocols to support the three strategic missions (Encampment Resolution, Housing, and Mental Health and Substance Use Disorder Services) for the County's homelessness emergency declaration. Attachment III of the report back provided recommendations from DMH on legislative changes that would create flexibility to use Mental Health Services Act (MHSA) funding in support of the three strategic missions as well as remove silos and other restrictions that create barriers and prevent counties from effectively spending MSHA funding where it is needed, when it is needed, and in what form it is needed.



Each Supervisor  
June 26, 2023  
Page 2

The April 11, 2023, report to the Board also included the County of Los Angeles Implementation Protocol for Use of Delegated Authorities (Attachment I of the report). The protocol was developed in partnership with ARDI and states that when implementing the three strategic missions, County departments are required to use either the Equitable Recruitment and Hiring Checklist and/or the Equity Explorer Tool developed by ARDI to ensure equitable implementation and resource distribution.

Given that the aforementioned information from the April 11, 2023, report back serves as a direct response to Directive No. 3E, this memorandum will be the final correspondence related to this Directive.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of Homeless Initiative, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

FAD:JMN:CT:AI:ns

c: Executive Office, Board of Supervisors  
County Counsel  
Mental Health



## Chief Executive Office.

### COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

#### CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

### HOMELESS EMERGENCY

August 11, 2023

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

From: Fesia A. Davenport   
Chief Executive Officer  
FAD (Aug 11, 2023 16:34 PDT)

### **REPORT BACK ON COUNTY SUPPORT OF THE CITY OF LOS ANGELES IN THEIR STATE OF EMERGENCY (ITEM NO. 22, AGENDA OF DECEMBER 20, 2022) AND PROCLAMATION OF LOCAL EMERGENCY FOR HOMELESSNESS IN THE COUNTY OF LOS ANGELES (ITEM NO. 3, AGENDA OF JANUARY 10, 2023)**

On December 20, 2022, the Board of Supervisors (Board) unanimously adopted a motion to support the City of Los Angeles (City) in its declaration of a state of emergency on homelessness. The motion directed the Directors of the Departments of Health Services (DHS), Public Health (DPH), Mental Health (DMH), and Public Social Services (DPSS) as well as the Los Angeles County Development Authority (LACDA) to support the City in its declaration of a state of emergency by appointing staff to participate in meetings with the City, identify liaisons to work with outreach teams to equitably connect unsheltered people experiencing homelessness (PEH) to County departmental services, and to establish teams to work directly with interim housing providers to equitably ensure that clients in interim housing are connected to County departmental services. The Board further directed the Director of the Homeless Initiative to utilize the Anti-Racism, Diversity, and Inclusion (ARDI) equity tools to ensure Homeless Initiative funded programs and services are equitably aligned to support the City's state of emergency declaration; collaborate with DHS, DPH, DMH, DPSS, and LACDA to implement the above directives in an equitable manner, based on need per the latest Homeless Count; and provide progress reports to the Board at 60 and 180 days.



On January 10, 2023, the Board adopted a motion declaring a local emergency for homelessness in the County of Los Angeles (County). The motion directed the Chief Executive Office (CEO) to report back in six months with an update on the local emergency proclamation, including data demonstrating the effectiveness of County efforts, especially those efforts to reduce the disproportionate number of Black PEH and the exponential increase of Latinx PEH, and if the efforts should in any way be modified.

This serves as the 180-day report back to the Board on the County's support of the City in their state of emergency and the six-month report back on the County's declaration of local emergency for homelessness (Homeless Emergency).

### **Los Angeles County Homeless Emergency Implementation Actions**

On February 7, 2023, the Board approved a motion adopting three People Experiencing Homelessness strategic missions – Encampment Resolution, Housing, and Mental Health and Substance Use Disorder Services (PEH Missions). With this motion, the Board also approved implementation actions in support of the Homeless Emergency. These actions authorized CEO and/or impacted County departments to implement administrative changes in the areas of contracting, procurement, hiring, grants, and real estate transactions to expedite the response to the Homeless Emergency and the provision of housing and services in support of the PEH Missions. Further, the motion directed the CEO to work with impacted departments to develop an implementation protocol for the accelerated administrative processes.

The implementation protocols were completed and issued in phases beginning in March 2023. The complete implementation protocols were submitted to the Board on April 11, 2023. When using the implementation protocols, County departments are required to use either the ARDI Equitable Recruitment and Hiring Checklist and/or the Equity Explorer Tool to ensure equitable implementation and resource distribution. Appendix I provides information on the use of the accelerated administrative processes. In addition to tracking the use of the accelerated processes, the CEO is coordinating with the Department of Human Resources to track vacancies and hiring since the Homeless Emergency was declared for positions having a nexus with the PEH Missions and this information will be shared with Board offices.

### **Support for the City of Los Angeles Homeless Emergency Declaration**

The Chief Executive Office - Homeless Initiative (CEO-HI), DHS, DMH, DPH, DPSS, and Departments of Public Works, Animal Care and Control, Military and Veterans Affairs, Los Angeles County Sheriff's, Office of Immigrant Affairs, and LACDA are all partnering in support of the City's state of emergency on homelessness. This partnership includes representation at the City Emergency Operation Center; appointing representatives to City encampment resolution planning, strategy, and operational meetings; and aligning County-operated and contracted resources to support the City, including outreach teams, interim and permanent housing resources, and County department services and resources.



On December 21, 2022, Mayor Karen Bass signed an executive directive launching Inside Safe, the City's encampment resolution program. To date, there have been 23 Inside Safe encampment resolutions that have brought over 1,400 people inside. The County has participated in all Inside Safe operations. The County has recently added County Service Connection Days as a routine service for Inside Safe interim housing sites. During Service Connection Days, County departments come onsite to link clients to County services and resources including health, mental health, and substance use disorder services; DPSS resources including Medi-Cal, CalFresh, and General Relief; and resources for veterans and immigrants. Appendix II provides a description of County support for Inside Safe. Appendix III provides the protocol for coordinating County services for Inside Safe. Appendix IV provides a summary of Inside Safe operations and County participation to date. Appendix V provides a description of County Service Connection Days.

CEO-HI is working with the Chief Information Office (CIO) to identify mainstream County service connections for Inside Safe participants by matching Homeless Management Information System (HMIS) data against the CIO's InfoHub repository. This analysis captures County resources, programs, and services that Inside Safe participants are connected to across County departments including DPSS, DMH, DHS, and DPH Substance Abuse Prevention and Control. The preliminary matches conducted by CIO show that 60 percent of those engaged by Inside Safe in January through May of 2023 were already connected to County services as of the outreach encounter dates. In some encampments the percentage was above 80 percent. This analysis will be ongoing and expanded to include the effectiveness with which the County connects PEH previously unconnected to mainstream services and will look at changes in County services connection in the six months before and six months after a client's encampment resolution date. Because it takes time for departments to transfer data to InfoHub, we anticipate that this longitudinal analysis of Inside Safe clients will be available for the initial Inside Safe operations in late 2023 and will continue to be updated over time.

### **Los Angeles County Encampment Resolution – Pathway Home**

CEO-HI, in partnership with County departments and Los Angeles Homeless Services Authority (LAHSA), is launching the County's encampment resolution program, Pathway Home, in August 2023. Pathway Home will address both makeshift encampments and RV encampments. Pathway Home will serve cities other than the City of Los Angeles as well as unincorporated areas. In partnership with local jurisdictions, Pathway Home provides a coordinated response to prioritized encampments, stabilizing encampment residents in interim and permanent housing, and mitigating returns to unsheltered homelessness at those locations and for Pathway Home participants. CEO-HI is also partnering with the CEO Asset Management Branch, DPH Environmental Health, and local municipal partners to identify motel partnerships that are suitable for Pathway Home interim housing. CEO-HI has had multiple planning meetings that included people with lived expertise, including a dedicated briefing for LAHSA's Lived Experience Advisory Board, to ensure their expertise is thoughtfully considered and

incorporated into the design of Pathway Home. As a result of those feedback sessions, Pathway Home interim housing sites will have on-site case management and life skills development to help people transition from living outside to living indoors. Similar to Inside Safe, Pathway Home interim housing sites will have Service Connection Days (Appendix V). Appendix VI provides a Pathway Home fact sheet and information on site selection. Appendix VII provides Pathway Home standard operating procedures for encampment resolution.

### **Equity Analysis**

The Board directed the use of ARDI equity tools to ensure that CEO-HI funded programs and services are equitably aligned to support the City's state of emergency declaration. CEO-HI worked with LAHSA and CIO to provide ARDI with Inside Safe data to support their equity analysis. The ARDI report, Racial Equity Assessment of Inside Safe and Individuals Served, is in Appendix VIII. This report includes an overview of PEH in the County and City, analysis of Inside Safe encampments, characteristics of encampment residents, characteristics of surrounding communities, and key findings. This report is a valuable tool that will be used to refine the County's ongoing partnership with the City and to inform the scale up of Pathway Home.

### **Collaboration with City and LAHSA to Improve Inside Safe Processes and Outcomes**

On August 4, 2023, the County, including executive leadership from the CEO, CEO-HI, DMH, DHS, DPH Substance Abuse Prevention and Control, LACDA, DPSS, and the Departments of Military and Veterans Affairs and Public Works, convened a high-level working conference with the City and LAHSA to affirm our shared commitment to the success of the City's Inside Safe encampment resolution program and to set the stage for solving any issues as they arise and sharing best practices. The convening brought together 34 principals and decision-makers for the first in a series of facilitated group discussions of major issues and pain points that have emerged during our successful collaboration to resolve 23 encampments through Inside Safe. The next convening is tentatively being considered to take place in September 2023.

### **Next Steps**

Pathway Home will require additional resources for interim and permanent housing to support encampment resolution and a pathway to permanent housing for Pathway Home clients. The CEO will recommend funding for Pathway Home in the Fiscal Year 2023-24 Supplemental Budget phase.

While the expedited actions approved by the Board included several delegated authorities that expedite real estate transactions to support the expansion of interim and permanent housing, the authorities approved by the Board did not include expedited actions that would allow the CEO to enter into leases with property owners. In alignment with the urgent action intended under the Homeless

Each Supervisor  
August 11, 2023  
Page 5

Emergency, the CEO recommends your Board approve additional delegated authority to enter into leases to be able to support the full implementation of the PEH Missions.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

FAD:JMN:CT:AD  
CH:DJ:DZ;ns

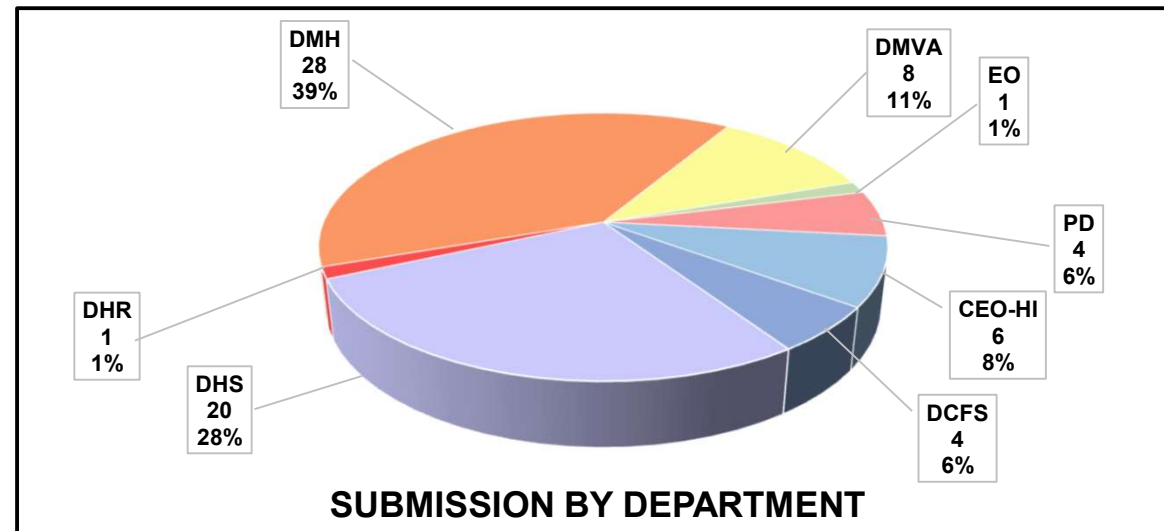
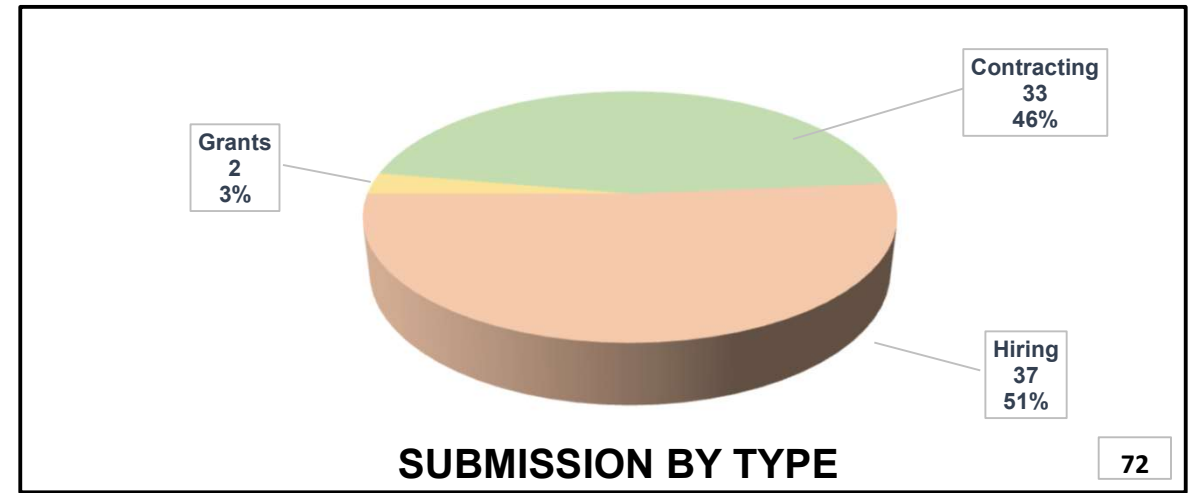
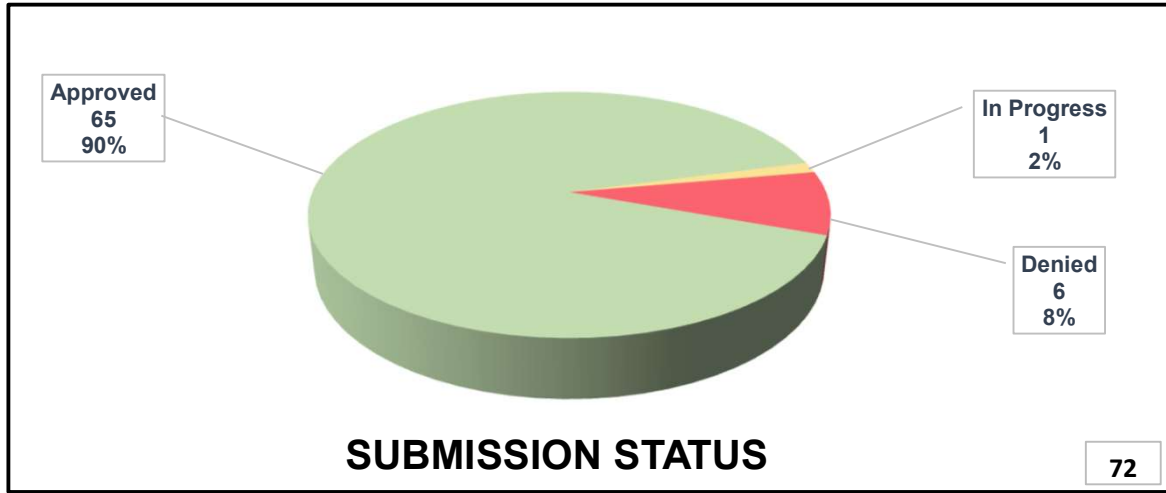
#### Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Consumer and Business Affairs  
Health Services  
Human Resources  
Internal Services  
Mental Health  
Military and Veterans Affairs  
Public Health  
Public Social Services  
Public Works  
Los Angeles County Development Authority  
Los Angeles Homeless Services Authority



# HOMELESS INITIATIVE EMERGENCY REQUESTS AS OF AUGUST 8, 2023

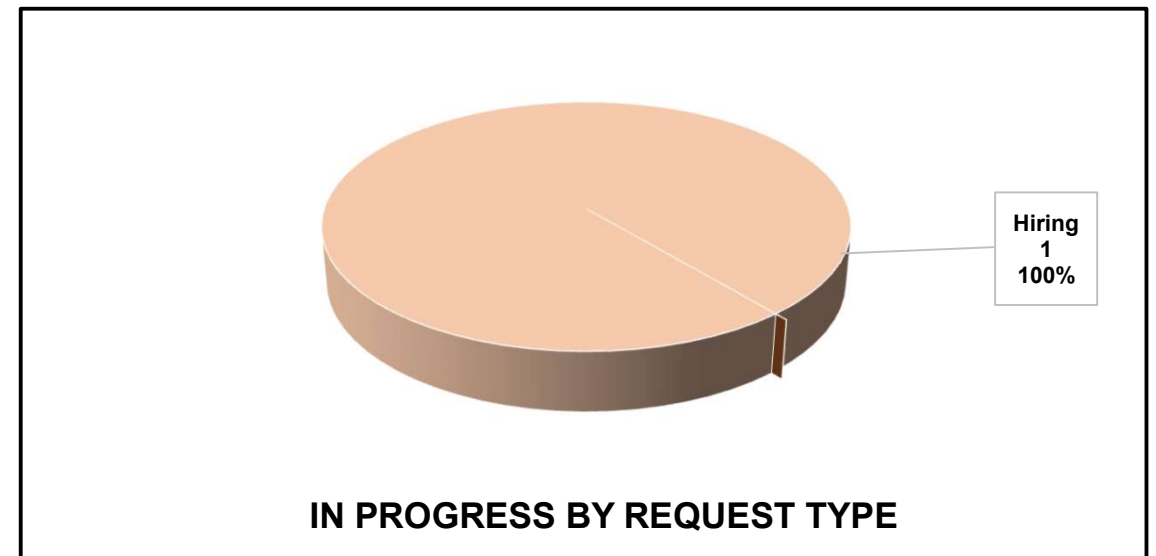
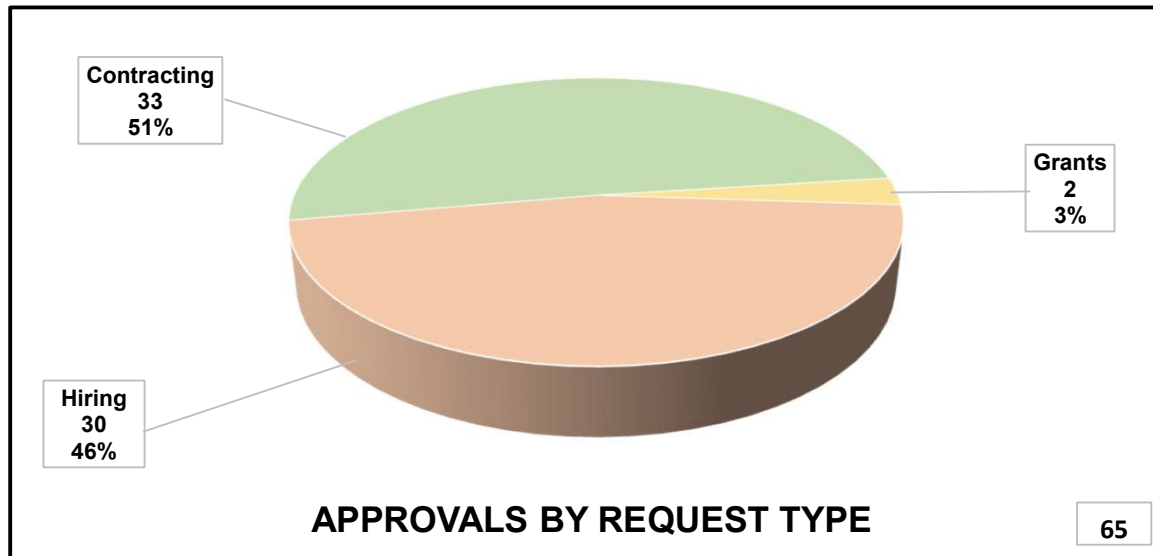
## ALL REQUESTS





# HOMELESS INITIATIVE EMERGENCY REQUESTS AS OF AUGUST 8, 2023

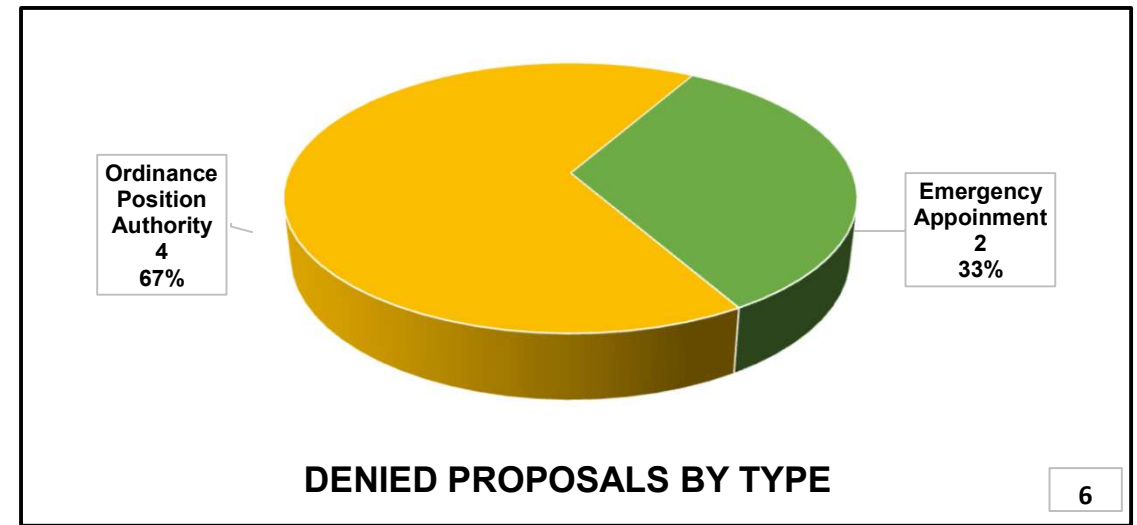
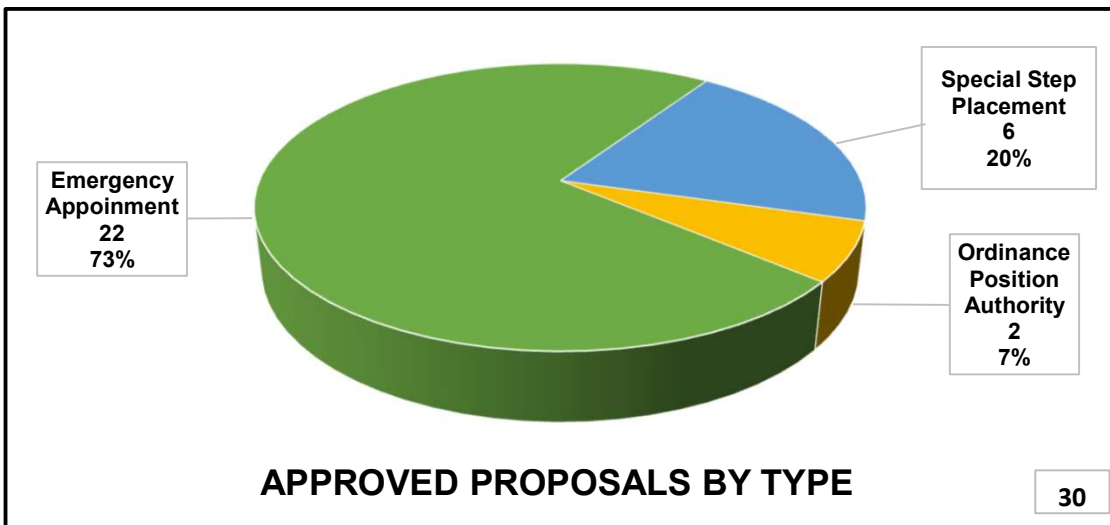
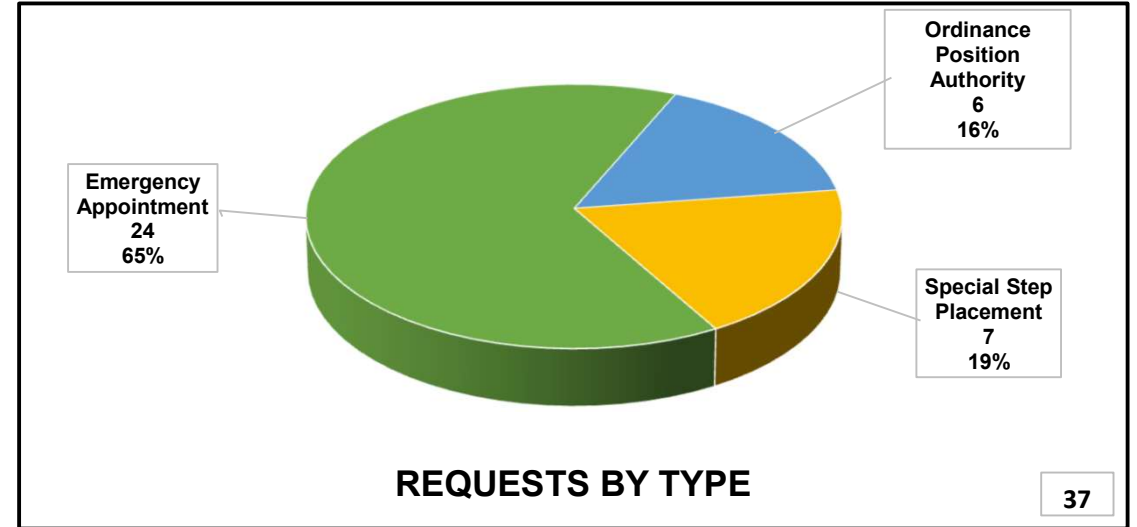
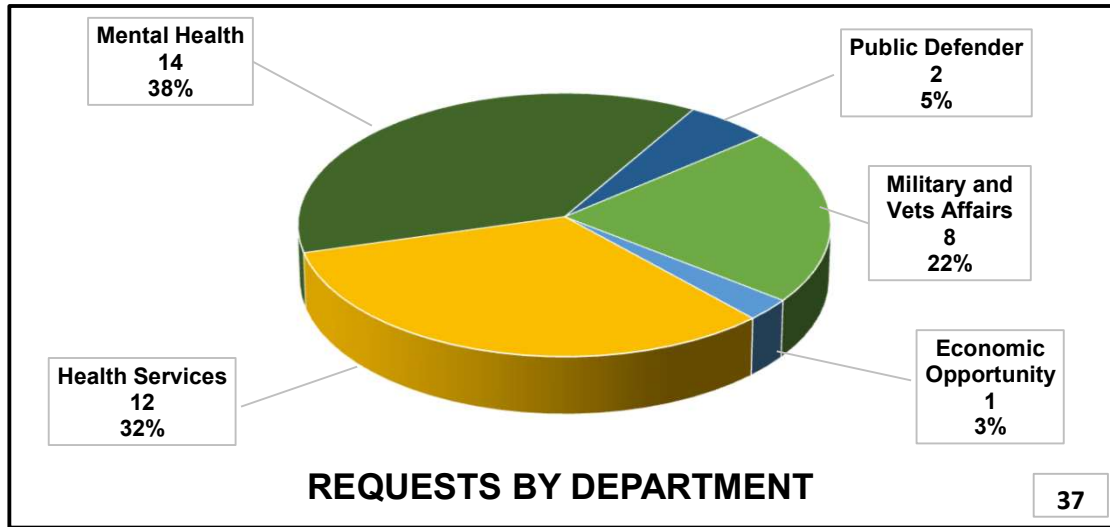
## REQUESTS BY TYPE





# HOMELESS INITIATIVE EMERGENCY REQUESTS AS OF AUGUST 8, 2023

## HIRING REQUESTS







## Support for Inside Safe

The County's Homelessness Emergency Response efforts are focused on three missions: fast-tracking and scaling up encampment resolutions, housing, and mental health and substance use disorder services. In partnership with the Inside Safe program, the County is enhancing clients' access to mainstream services by strengthening service coordination with County Departments.

County staff and resources have been leveraged in all **Inside Safe operations**. The County has allocated **County-funded Time Limited Subsidies**, a local housing subsidy program, which are regularly matched to Inside Safe participants. This resource offers housing and services until clients can gradually take on the rent themselves. Additionally, the County has also funded and dedicated **Housing Navigation slots** to Inside Safe participants which supports people experiencing homelessness in identifying, applying for, securing, and moving into permanent housing. County services leveraged during Inside Safe operations include, but are not limited to:

### Outreach/Street Based Services

**Department of Health Services – Multidisciplinary Teams (MDTs)** typically serve clients with more complex health and/or behavioral health conditions. During Inside Safe operations the MDTs are engaging all clients regardless of acuity level and provide support to outreach teams on operations where they are not the outreach lead. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist. *They help generate the By Name List, conduct same-day assessments for walk-ups, are the primary referral pathway to specialty mental health outreach teams, and have been on-hand to administer life-saving overdose reversal medications during Inside Safe operations.*

**Department of Mental Health – Homeless Outreach & Mobile Engagement (HOME) Teams** are the specialty outreach teams that provide field-based outreach, engagement, support, and treatment to individuals with severe and persistent mental illness who are experiencing unsheltered homelessness and exhibiting signs of severe impairment. These specialty services are provided by addressing basic needs; conducting clinical assessments; providing street psychiatry; and providing linkage to appropriate services (including mental health services, substance abuse treatment, shelter, and, if necessary, hospitalization). *Most Inside Safe operations have included targeted on-site support and subsequent follow-up by the HOME Teams.*

### Interim Housing Services

**Department of Mental Health (DMH)** provides a spectrum of specialty mental health services to people of all ages to support hope, recovery, and wellbeing. Mental health services provided include assessments, case management, crisis intervention, medication support, peer support and other rehabilitative services. Services are provided in multiple settings including outpatient, residential, and field-based settings (including interim housing).

At the request of the City's motel-based interim housing provider, DMH can deploy their Interim Housing Outreach Program (IHOP) to provide triage, assessment, and service linkages to specific interim housing residents based on the residents documented mental health history

and the level of care most appropriate to meet their needs. During each deployment, IHOP workers go door-to-door engaging, assessing, and attempting to link residents to ongoing mental health treatment. When appropriate and accepted by the client, IHOP workers provide a pre-scheduled intake appointment at the nearest LA County DMH Outpatient Clinic.

**Department of Health Services (DHS) – Countywide Benefits Entitlement Services Team (CBEST)** is a comprehensive program comprised of benefit advocates, clinicians, and legal partners that assist individuals with applying for the following disability benefits programs with the goal to increase income which is important in securing and retaining

stable housing. Programs include Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), Cash Assistance Program for Immigrants (CAPI), Early/Full Retirement, Survivor's Benefits, Veteran's Benefits.

**Department of Health Services - Mobile Clinic System** provides comprehensive primary, urgent and women's health care to people experiencing homelessness. Each mobile clinic offers a range of immediate services including day-of lab results, ultrasounds, and on-site pharmaceuticals. They are staffed by doctors, mental health professionals, nurses, substance use counselors and social workers with expertise to treat health conditions and address social needs among people experiencing homelessness. The Mobile Clinic can deploy to the interim housing sites to periodically check in on any medical referrals that have been made for individuals with more complex medical and psychiatric needs. The mobile clinic can conduct Suboxone inductions, cardiac stabilization, wound care, and other clinical interventions for individuals as they work collaboratively to connect the resident to ongoing primary and specialty care.

**Department of Public Health – Substance Abuse Prevention and Control (DPH-SAPC)** is the County's lead agency on substance use and substance use disorders (SUD). Participants can

be referred to the Client Engagement and Navigation Services (CENS) program to reduce the impact of substance use and addiction through navigation, screening, and linkage to early intervention services, outpatient, intensive outpatient, opioid treatment program, medications for addiction treatment, residential, recovery services and withdrawal management.

The **Office of Immigrant Affairs (OIA)** can provide legal representation, through RepresentLA, to immigrants who are navigating detention or deportation issues, and can help link immigrants to all available benefits and support services.

**Department of Public Social Services (DPSS)** provides eligibility determination and enrollment in various programs and services designed to assist families and individuals who are homeless or at-risk of becoming homeless. Programs include Medi-Cal health insurance; In-Home Supportive Services for aged, blind, and disabled individuals; CalFresh food assistance; CalWORKs cash assistance for families; General Relief cash assistance for individuals; and CAPI, cash assistance for immigrants. Once DPSS has securely received a motel resident roster, DPSS can deploy a team to the motels to enroll anyone who is not receiving their benefits and verify benefits for anyone completing a housing application.

### **Mitigation Services on County Property**

If the Inside Safe operation includes County-maintained property in flood or fire hazard areas, the **Department of Public Works (DPW)** arranges for the proper posting of public notice and the **LA Sheriff's Department's Homeless Outreach Services Team (LASD-HOST)** records and documents the individual's consent for the County to store or remove any remaining personal property. Once consent has been recorded, DPW begins to safely remove the unwanted personal property and debris from the County property and installs fencing and gating to minimize pedestrian access.

### **Countywide Communication & Coordination**

As a response to the Emergency Declaration on Homelessness, the County's **Chief Executive Office - Homeless Initiative (CEO-HI)** is coordinating all Encampment Resolution and cleanup efforts in a proactive partnership with local jurisdictions and governing entities to reduce unsheltered homelessness in cities as well as In Unincorporated LA. For Inside Safe, CEO-HI notifies the Board of Supervisor's offices that an Inside Safe operation is being planned and coordinates support from County departments in daily encampment resolution coordination calls. When the city releases the Incident Action Plan (IAP) for the encampment response operation, CEO-HI distributes that IAP to all relevant County departments and board offices for situational awareness and actively participates in Unified Command huddles on the morning of each operation to ensure on-site coordination.

## Protocol for Coordinating County Services for Inside Safe Operations

*Last Updated on June 22, 2023*

**About this Document:** This protocol outlines LA County's procedures for requesting, coordinating, and deploying County Services in support of the City of LA's Inside Safe encampment resolution initiative, and it should be used to educate, inform, and align all stakeholders working to ensure a successful City/County partnership on all Inside Safe operations. The procedures outlined in this protocol are divided across four phases to align with the County's own process for managing, coordinating, and communicating about encampment resolutions. This protocol is maintained by the LA County Chief Executive Office - Homeless Initiative (CEO-HI), and questions about its contents should be directed to the Local Jurisdiction Coordination and Support division of CEO-HI.

---

**Planning Phase:** *the foundation of a strong encampment resolution effort, because it prepares the necessary information, personnel, procedures, and resources to align with the forecasted operational needs of encampment residents and the jurisdictions and organizations supporting them.*

---

- **Motel Partnership Planning:** The City works with the LA County Department of Public Health, Environmental Health Division to review the inspection history and records for any potential motel partners prior to the City entering a contractual agreement with those motels. This environmental review occurs in addition to the City's concurrent review of its own building code inspection history for the same property under consideration.
- **Initial Notification:** City notifies the County and LAHSA about upcoming Inside Safe operations as early in the planning process as possible/feasible (ideally at least 10 business days in advance) to ensure adequate planning and capacity, and to help all parties line up interim and permanent placements accurately.
- **Partner Identification:** City, County, and LAHSA coordinate to identify the most appropriate SPA Regional outreach coordinator, the most appropriate lead outreach team (e.g., usually County-contracted Multi-Disciplinary Team), and any supporting outreach teams (e.g., LAHSA's Homeless Engagement Team) as well as the lead service provider and location(s) for the motel-based interim housing site.
- **By Name List (BNL) Development:** LAHSA develops a single By Name List (BNL) for all encampment residents who will be offered Interim Housing and Supportive Services through Inside Safe. The lead and participating outreach teams, including the relevant MDT team, support LAHSA with the development of the BNL, and they conduct regular case conferencing/care coordination meetings to align on a shared understanding of encampment resident needs and information.
- **Encampment Engagement:** In the weeks and days leading up to the response operation, all relevant outreach teams engage encampment residents to assess needs and prepare residents for the Inside Safe operation, working to remove any barriers that may hinder voluntary participation (e.g., arranging for ADA accommodation, pets, partners).

**Note:** *This protocol is a living document maintained by CEO-HI and is subject to changes and updates based on continuous process improvements, lessons learned, new information, and resource constraints.*

# Protocol for Coordinating County Services for Inside Safe Operations

*Last Updated on June 22, 2023*

barriers that may hinder voluntary participation (e.g., arranging for ADA accommodation, pets, partners).

- **Preparing for Encampments on County Property:** If the location includes any County-owned or County maintained property (e.g., LA County Flood Control District property), CEO-HI coordinates with the Department of Public Works (DPW) and the LA Sheriff's Department's Homeless Outreach Services Team (LASD-HOST) to arrange for the posting of public notice, the necessary officers to record the voluntary forfeiture of unwanted personal property, and the equipment and crews needed for the safe removal of personal property and debris from the County property.
- **Countywide Communications & Coordination:** Once the date, location, outreach, and provider posture are confirmed, the County's Chief Executive Office – Homeless Initiative (CEO-HI) notifies the Board of Supervisor's offices that an Inside Safe operation is being planned and includes the operation in daily encampment resolution coordination calls. If additional support from County departments is requested, those requests are elevated to County departments through these daily coordination calls. As soon as the city releases the Incident Action Plan for the encampment response operation, CEO-HI distributes that IAP to all relevant County departments and board offices for situational awareness.

---

**Response Phase:** *the implementation phase of encampment resolution efforts, where plans turn into action and all partners begin implementing their assigned tasks to achieve our primary objective through unity of effort. This phase begins when assets and resources begin supporting specific encampment resolution efforts, and it ends when all willing encampment residents are safely placed in interim housing.*

---

- **Unified Command:** The City is the event/incident lead on the day of the encampment resolution, and all outreach teams and supporting organizations maintain unity of effort under the City's guidance and direction. The County is represented by CEO-HI and any relevant Supervisor's office at the morning operational huddle, along with County-MDT teams and any other relevant County asset that has been requested on site (e.g., DPW, LASD-HOST, DMH-HOME).
- **Multi-Disciplinary Outreach:** The County MDT team, working alongside LAHSA outreach teams, are usually the primary entity interfacing with encampment residents and preparing them to safely (a) pack the belongings they would like to take with them into interim housing; (b) identify property they would like to have stored or disposed; (c) understand which interim housing site they are going to and how they will be transported there. Transitions of any kind are challenging, so the MDT team is there to de-escalate any tension or anxiety, reassure encampment

**Note:** *This protocol is a living document maintained by CEO-HI and is subject to changes and updates based on continuous process improvements, lessons learned, new information, and resource constraints.*

# Protocol for Coordinating County Services for Inside Safe Operations

*Last Updated on June 22, 2023*

residents of their agency and autonomy, and keep them safe from any accidental overdoses that may occur during this critical transition period.

- **Same-Day Assessments:** At least one outreach team member from LAHSA-HET or the MDT team, designated prior to the operation, conducts assessments of residents who are new to the encampment, are not on the By Name List, and are not known to the homeless services system. This designated team member will assess for higher acuity needs and make the appropriate referrals or linkages.
- **Enhanced County On-Site Support:** Whenever the level of need of any encampment resident exceeds the MDT-team's capacity to support the encampment residents, the MDT team makes referrals to DHS, DMH, and DPH-SAPC for higher levels of care. Typical on-site support might include the deployment of a DMH-HOME team to address any individuals with severe impairment.
- **Property Storage and Disposition:** If the location includes any County-owned or County maintained property (e.g., LA County Flood Control District property), LASD-HOST records and documents the individual's consent for the County to store or remove any remaining personal property. Once consent has been recorded, DPW begins to safely remove the unwanted personal property and debris from the County property. DPW also transports property intended for storage to one of their nearby facilities for up to 90 days and provides the encampment resident with the location of that storage facility along with information about how to access their property.

---

**Stabilization Phase:** when organizations and partners are focused on providing housing-focused supports for formerly unsheltered residents, collaborating with them on a viable pathway to permanent housing stability, attending to their physical, mental, and social support needs, and eventually existing them safely from interim to permanent housing.

---

- **Motel Preparation:** Prior to residents moving into motel-based interim housing, the City (or LAHSA) provides the County with one point of contact for each interim housing site provider to collaboratively coordinate County services for residents who move into motel-based interim housing that need additional support with health, behavioral health, benefits enrollment, and immigrant legal service needs. The County contacts the interim housing point of contact and establish a meaningful connection between the interim housing provider and County services to ensure adequate understanding of County services and to initiate mechanisms to engage those services.
- **Post Intake Warm-Hand Offs:** To ensure warm handoffs between the MDT team and the interim housing provider (if different) after encampment residents have moved into the motel, then all information about medical, mental health, and substance use needs are communicated by the MDT team to the interim housing provider within 24 hours of motel intake.

**Note:** This protocol is a living document maintained by CEO-HI and is subject to changes and updates based on continuous process improvements, lessons learned, new information, and resource constraints.

# Protocol for Coordinating County Services for Inside Safe Operations

*Last Updated on June 22, 2023*

- **Enhanced Clinical & Legal Support for Specific Residents:** When requested by the motel-based interim housing provider, County departments can deploy enhanced clinical supports to assist with the stabilization of specific motel residents the provider believes could benefit from enhanced support. Those enhanced supports include:
  - The DHS Mobile Clinic can deploy to the motel site to periodically check in on any medical referrals that have been made for individuals with more complex medical and psychiatric needs. The mobile clinic can conduct Suboxone inductions, cardiac stabilization, wound care, and other clinical interventions for individuals as we work collaboratively to connect the resident to primary and specialty care.
  - DMH can deploy their Interim Housing Outreach Program (IHOP) to provide triage, assessment, and service linkages to residents based on the residents documented mental health history and the level of care most appropriate to meet their needs. During each deployment, IHOP workers go door-to-door engaging, assessing, and attempting to link residents to ongoing mental health treatment. When appropriate and accepted by the client, IHOP workers provide a pre-scheduled intake appointment at the nearest LA County DMH Outpatient Clinic.
  - The Office of Immigrant Affairs can provide legal representation, through RepresentLA, to immigrants who are navigating issues related to detention, deportation, benefits representation, and can help link immigrants to all available support services.
- **Data-Driven Proactive Support:** Once residents have moved into motel-based interim housing, the provider sends final resident roster to LAHSA, who then securely transfers it to LA County's Chief Information Office (CIO). The CIO then compares the LAHSA extract against all relevant County Administrative Services data to determine who is a County client, how the County is serving those clients (including when it is not visible to the City or the provider), and if there is a way to use the information to inform who needs to be reconnected to County resources. Armed with the result of that data exchange, County departments can take constructive and proactive action, including, but not limited to:
  - DPSS can deploy a team to the motels to enroll anyone who is not receiving their benefits and verify benefits for anyone completing a housing application;
  - DMH can ensure anyone enrolled in a Full-Service Partnership (FSP) team continues to get supportive services from their FSP;
  - DHS can help clients with diagnosed disabling conditions enroll in the Supplemental Security Income (SSI) program; and,
  - DPH SAPC can help clients voluntarily connect to intensive outpatient or residential treatment programs.

**Note:** This protocol is a living document maintained by CEO-HI and is subject to changes and updates based on continuous process improvements, lessons learned, new information, and resource constraints.

# Protocol for Coordinating County Services for Inside Safe Operations

*Last Updated on June 22, 2023*

- **Mainstream Service Connections for Other Interim Housing:** For individuals who are placed in pre-existing/established/staffed interim housing sites during the Inside Safe operation (often referred to as Tier 2 sites), the interim housing provider uses the [Guide to Accessing Mainstream Services in Interim Housing](#), developed by CEO-HI, to ensure they are accessing County services for all of their shelter residents.
- **Service Connection Days:** On a recurring and rotating basis, the County partners with the City, State, and motel-based interim housing providers to conduct service/housing connection days where residents are linked directly to supportive services that accelerate their pathway toward permanent housing.
- **County-Funded Permanent Housing Pathways:** The long-term success of encampment resolution efforts like Inside Safe depend on Housing Navigation (HN) and Time Limited Subsidy (TLS) programs to ensure people placed in Interim Housing (IH) from encampments can quickly secure permanent housing. The County currently funds 71% of all Housing Navigation slots and 50% of all Time-Limited Subsidies within the Los Angeles Continuum of Care. These County-funded resources are critical to the successful long-term resolution of the homelessness for Inside Safe participants, which reduces the likelihood of encampment repopulation.

---

**Mitigation Phase:** *focuses on reducing the likelihood of returns to unsheltered homelessness and is particularly focused on mitigation at the targeted locations where encampment resolution occurred.*

---

- **County-Funded Outreach in Targeted Locations:** The geographically assigned MDT-team for the area continues to engage any residents who opted not to participate in Inside Safe to ensure they continue to be offered connections to services, supports, and any available interim or permanent housing opportunities.
- **Physical Safety Measures:** To reduce the likelihood of re-encampments that are occurring on County property, especially property that poses an elevated risk to the safety of inhabitants (e.g., flood or fire hazard areas), the County's Department of Public Works can repair and install fencing and gating to decrease pedestrian access to the site and install improved signage to warn residents of the dangers of trespassing into high-hazard areas.

**Note:** *This protocol is a living document maintained by CEO-HI and is subject to changes and updates based on continuous process improvements, lessons learned, new information, and resource constraints.*



## Los Angeles County Resources Leveraged in Inside Safe

As of July 27, 2023

Inside Safe Site	LA County Supervisorial District	City of LA Council District	No. of Days of Operation	No. of Clients Placed in Interim Housing	County-Funded Multi-Disciplinary Teams (MDT) (DHS)	DMH	Mobile Clinics (DHS)	Benefit Assessment & Enrollment Support (DPSS)	Client Engagement & Navigation Services (DPH- SAPC)	DPW	HOST Team (LASD)	Animal Care & Control
Cahuenga / 101	SD5	CD 4	4	31	Coordination provided by Measure H-Funded staff (Support)	X						
3 <sup>rd</sup> / Rose	SD3	CD 11	11	107	Saint Joseph's Center (Lead)	X		X	X			
Venice Ozone	SD3	CD 11	1	4	Saint Joseph's Center (Lead)							
Culver Median	SD2	CD 11	5	51	Saint Joseph's Center (Lead)			X				
Western / 87th	SD2	CD 8	1	27	HOPICS (Lead)							
Flower / 99th	SD2	CD 8	1	37	HOPICS (Lead)							
Victory / Vineland	SD5	CD 2	3	49	LA Family Housing (Lead)	X						
6 <sup>th</sup> / Fairfax	SD3	CD 5	3	43	The People Concern (Lead)		X	X				
Figueroa / 81st	SD2	CD 8	1	26	HOPICS (Lead)	X						
Figueroa / 105	SD2	CD 8	1	54	HOPICS (Lead)	X						
LA River	SD3	CD 3	1	47	Hope the Mission (Support)	X		X		X		
Skid Row	SD1	CD 14	16	175	C3 EWH Team (Support)			X				X
Echo Park	SD1	CD 13	3	64	HHCLA (Support)	X	X	X				
Spring / Arcadia	SD1	CD 14	3	78	The People Concern (Support)	X						
Grand / Vernon	SD2	CD 9	2	50	HOPICS (Lead)	X		X	X			
San Vicente	SD3	CD 5	2	27	The People Concern (Lead)	X						
Grand / 52 <sup>nd</sup>	SD2	CD9	1	54	HOPICS (Lead)	X		X				
Lomita / McCoy	SD4	CD 15	2	58	MHALA (Support)			X				
Hollywood / El Centro	SD3	CD13	1	32	The People Concern (Lead)/The Center (Support)	X		X				
Chatsworth	SD3	CD12	1	52	LA Family Housing (Lead)	X				X	X	
Rancho & Jim Gilliam	SD2	CD10	1	42	HOPICS (Lead)	X						
Pacoima Wash	SD3	CD7	2	46	LA Family Housing (Lead)	X	X	X		X	X	
Grand Ave / 41st - 54th	SD2	CD9	1	51	HOPICS (Lead)	X			X			

Please also note that the County MDTs who were present at these operations are involved in assessing the clients and determining what other County resources are needed (e.g., health, mental health, and SUD services). The MDTs then either provide those linkages directly or arrange for those County resources to come on-site.



## **Pathway Home Service Connection Days**

In support of the various encampment resolution programs countywide, Los Angeles County (County) has piloted and implemented a Pathway Home Service Connection Day model for following people experiencing homelessness (PEH) as they come indoors. The goal of the program is to further stabilize and ensure continuity of services as people settle into their new location. Additionally, it is an opportunity to get people document-ready so they can be connected to permanent housing resources.

Specifically, when a pending encampment resolution operation is collaboratively planned, the County mobilizes various departments to activate a day of resource navigation at the site where PEH are newly housed. This usually takes place at the site 1-2 weeks after move-in day to let people acclimate to their new location and to give the interim housing provider ample time to develop an interest list for services from their new residents. This is currently facilitated by the Chief Executive Office - Homeless Initiative and Department of Health Services (DHS) Housing for Health staff with robust collaboration across County Departments.

This service connection model includes participation from:

1. DHS Housing for Health Mobile Clinics and Multidisciplinary Teams
  - a. Multidisciplinary Teams provide initial outreach/assessment and warm handoff of newly housed participants to the interim housing provider.
  - b. DHS Mobile Clinics bring primary/specialized/behavioral health care to newly housed residents.
2. Department of Mental Health Teams
  - a. Homeless Outreach and Mobile Engagement (HOME) and Interim Housing Outreach Program (IHOP) teams provide mental health support services and linkages to outpatient mental health treatment and higher levels of care for individuals with more severe mental illness.
  - b. Veterans Peer Access Network (VPAN), a DMH team led by veterans for veterans, helps veterans navigate often complicated systems so they receive the necessary mental health, substance abuse, employment, healthcare, education, legal, and housing services.
3. Department of Public Social Services (DPSS)
  - a. DPSS supports individuals with benefit enrollment support such as General Relief, CalFresh, Medi-Cal, and other DPSS administered resources.
4. Department of Consumer and Business Affairs - Office of Immigrant Affairs (OIA)
  - a. OIA provides services for documented and undocumented immigrants experiencing homelessness.
5. Department of Military and Veterans Affairs (DMVA)
  - a. DMVA provides support for veterans experiencing homelessness through the deployment of claims assistants and Veteran Service Officers who can assist veterans in needs of benefits establishment at



County of Los Angeles

**Homeless  
Initiative**

REAL HELP,  
LASTING CHANGE

the State or federal level, enrollment in VA healthcare, and to assist if VPAN needs any help navigating the VA.

6. Department of Motor Vehicles (DMV)
  - a. DMV supplies no-fee ID vouchers and ID services.

After the Service Connection Day, Los Angeles Homeless Services Authority's direct or contracted housing navigation team follows up with the new residents to support and facilitate the transition to permanent housing.

**Note:** *This is a living document and is subject to changes and updates based on continuous process improvements, lessons learned, new information, and resource constraints.*

# FACT SHEET



Leveraging powers under the state of emergency on homelessness declared by the Board of Supervisors in January 2023 Los Angeles County is launching **Pathway Home**, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities.

With Pathway Home, the County will reduce unsheltered homelessness by helping people living on the streets come indoors, receive supportive services they need to become stable, and ultimately move into permanent housing.

Pathway Home draws on lessons from previous multi-jurisdictional encampment resolution efforts, such as Project Roomkey during the COVID-19 pandemic, and the City of LA's Inside Safe Initiative. The County is mobilizing and coordinating an all-hands-on-deck approach that offers people a diverse suite of wraparound services to end their homelessness. Each operation will be different, reflecting the capacity and resources of various partners, as well as the unique needs and challenges of the people living in each encampment.

## Emergency Response

With Pathway Home, the County will use its emergency powers and continue to work with our invaluable local service providers, the Los Angeles Homeless Services Authority, and other jurisdictional partners to expand, enhance and expedite:

- **Outreach** in encampments. We are expanding the number of specialized teams from the LA County Departments of Mental Health, Health Services, Public Health and other agencies – as well as from our trusted partners and community organizations – to work intensively with people with a variety of physical and behavioral health needs.
- **Housing**. This includes expanding a **diverse array of Interim Housing** at non-congregate hotels and available shelters that people can move into immediately while being matched to rental subsidies, benefits, and other assistance to secure **Permanent Housing**. The County will also continue efforts to expand the number of permanent housing units, such as acquiring and refurbishing motels and hotels under Project Homekey.
- **Supportive Services** that clients both want and need at both Interim and Permanent housing, which can include physical and behavioral healthcare, substance use disorder treatment, and ensuring they are receiving their entitled benefits for healthcare and subsidized housing.

## Measure H

Pathway Home is possible because of Measure H, a voter-approved ¼-cent sales tax that enabled the County's homeless services system to grow exponentially over the last six years. Since Measure H passed in 2017, the County has housed 90,500 people – about the population of Santa Monica – sheltered 124,000 people and **prevented** 22,000 people from becoming homeless.





**Pathway Home**  
A Los Angeles County-led Partnership  
for Encampment Resolution

## How L.A. County prioritizes Encampment Resolution Sites

Across L.A. County's **5 districts**, there are hundreds of encampments that deserve to be prioritized for a resolution that puts people on a path to **permanent housing** stability. So how do we prioritize scarce resources in an equitable way?

### Sites are prioritized according to:



Encampments whose residents are members of demographic groups that have been **disproportionately impacted by homelessness and poverty**.



Sites in **communities** which have been disproportionately impacted by homelessness and poverty.



The **size** and **scale** of the encampment.



Availability of **interim and permanent housing resources**, in the community or ability to quickly add these resources nearby.



The **potential for elevated harm** to encampment residents and neighboring communities from fires, flash floods, or other hazards.



The strength of existing trusted relationships between **outreach partners** and encampment residents.

	A	B	C	D	E	F	G
1	<b>Standard Operating Procedures - Pathway Home Encampment Resolution</b>						
3	<b>Site:</b>	Example			<b>Date:</b>	MM/DD/YY - MM/DD/YY	
5	<b>Function</b>						<b>Lead</b>
7	<b>Encampment Site Identification and Prioritization</b>						
8		Identify and Prioritize Sites for Resolution					CEO - HI
9		City of LA notifies County leadership of upcoming Inside Safe Operation(s) (if applicable)					CEO - HI
10		Leverage HEARS Database					CEO - HI
11		Engage County Departments (e.g., DMH, PW, DHS-HFH, LASD-HOST) and document their recommendations					CEO-HI
12		Meeting with LAHSA has been conducted and recommendations have been considered					CEO - HI
13	I	Meeting with Board Office has been conducted and recommendations have been considered					CEO - HI
14		ARDI Equity Explorer has been used to understand the community demographics					CEO - HI
15		Notify CEO Real Estate of desire to canvass and secure nearby motel site(s)					CEO - HI
16		Conduct jurisdictional analysis to identify key stakeholders for coordination					CEO - HI
17		Engage City Jurisdictions and Identify/Clarify roles and responsibilities					CEO - HI
18		Provide outreach LOA with shape file(s) for targeted encampment(s)					CEO - HI
19		Engage NGO Partners to assess provider capacity and strength of relationships					CEO - HI
21	<b>Finding the Service Providers for Outreach, Interim, and Permanent Housing Pathways</b>						
22		Identify the Lead Outreach Agency (LOA) for the operation (MDT, HET, HOME, HOST)					CEO-HI/LAHSA
23		Identify the appropriate SPA Regional Outreach Coordinator (OC) who is responsible for developing the By Name List (BNL) for encampment residents					LAHSA
24		Ensure that LAHSA has budget authority to execute the specific contracts					CEO - HI
25		Finalize the Budget & Scope of Required Services for Motel-Based Interim Housing					CEO-HI/LAHSA
26		Finalize the Budget & Scope of Required Services for Housing Navigation					CEO-HI/LAHSA
27	II	Finalize the Budget & Scope of Required Services for Time Limited Subsidies					CEO-HI/LAHSA
28		Finalize the Participant Agreement with County Counsel					CEO-HI/LAHSA
29		Find Service Provider with qualifications and capacity to Support Site					CEO-HI/LAHSA
30		Obtain LAHSA-Commission approval for Contract Execution					CEO-HI/LAHSA
31		Execute Motel-Based Interim Housing Contract					LAHSA
32		Leverage LAHSA as a bridge provider if the resolution happens before the service provider is ready					LAHSA
34	<b>Outreach and Assessment Phase (5-10 business days before operation)</b>						
35		The OC schedules and convenes outreach planning and coordination meetings across all involved teams					OC
36		The OC establishes a coordinated outreach plan through LOA and partners with clearly assigned roles/responsibilities					OC
37		Daily outreach is prioritized by LOA at the encampment who documents the following activities 7 days out from operation:					LOA
38		GIS Map (with shape files) of the encampment(s) tagged with jurisdictional boundaries & specific locations of tents, makeshift shelters, and vehicles (occupied and unoccupied)					LOA
39		Accurate Numerical Census of the number of individuals, couples, animals, vehicles, to be housed/sheltered from the encampment(s)					LOA
40	III	Complete By Name List with all individuals who have been contacted during outreach and are targeted for Pathway Home inclusion					LOA
41		Assessments completed for everyone on BNL (e.g., mental health, substance use, medical, TLS vs PSH, circumstantial needs)					LOA
42		Summary-level demographic information is provided to LA County for Equity Analysis					LOA
43		List of specific services required to make encampment resolution successful for participants (e.g., transportation, DMH/DHS support, language access, storage needs)					LOA
44		Referrals submitted to relevant/necessary services and resources (e.g., HomeSafe, TAY, Veterans Affairs)					LOA
45		LOA records all activities in HMIS to confirm participant as a resident of encampment location					LOA
46		BNL is shared with LAHSA leadership for housing placement 1.5 weeks before operation					LOA
47		BNL is shared with LA County CIO for program coordination and management 1.5 weeks before operation					LAHSA
48		LA County shares motel layout and room configuration to LAHSA and Motel Provider 1.5 weeks before operation for household/room					CEO-HI

A	B	C	D	E	F	G
50			<b>Motel Site Status</b>			
51			Canvas Motel Sites & Conduct Motel Site Visits			CEO - RED/HI
52			Verify status of current motel occupancy and/or recent utilization by homeless service providers			CEO - RED/HI
53			DPH Environmental to review site use codes			DPH - ENVH
54			DPH Environmental Health to conduct site inspection and verify compliance			DPH - ENVH
55			Confirm with local municipal agency that the site use for this project doesn't violate local property use codes			CEO - RED/HI
56			Finalize Terms of Contract for the Motel Site			CEO - RED/HI
57			Execute Contract with the Motel Site			CEO - RED/HI
58			Notify Motel of Intent to Occupy (Between Day 10 and 20 after Contract Execution)			CEO - RED/HI
59			Ensure early access for site set up			CEO - RED/HI
61			<b>Encampment Resolution Planning</b>			
62			Resolution Target Start Date:	MM/DD/YY		CEO - HI
63			Resolution Target End Date:	MM/DD/YY		CEO - HI
64			Numerical Census from BNL	#		LOA
65			No. of Occupied Tents	#		LOA
66			No. of Unoccupied Tents	#		LOA
67			No. of Occupied RVs	#		LOA
68			No. of Unoccupied RVs	#		LOA
69			No. of Occupied Vehicles	#		LOA
70			No. of Unoccupied Vehicles	#		LOA
71			No. of Households	#		LOA
72			No. of Adult Individuals (≥18)	#		LOA
73			No. of Accompanied Minors (≤17)	#		LOA
74			No. of Pets/Service Animals	#		LOA
75			Notification to the Family Homeless Services System if Children are Present			LOA
76			Notification to DCFS if Unaccompanied Minors are Present			LOA
77			Prepare for Tier 2 Interim Housing Placements for walkups and others not on BNL			LAHSA
78			Identify lead outreach staff who will assess walk-ups or unknown individuals			LAHSA/DHS
79			Identify the available supply of interim housing beds in the LAHSA, DMH, and DHS portfolio			LAHSA/DHS
80			Ensure Interim Housing Sites are equipped, ready to receive, and have access to the County's Mainstream Services Guide			LAHSA/DHS
82			<b>Encampment Resolution</b>			
83			Develop and Finalize the Event Management Structure			OEM/CEO - HI
84			Finalize Roles and Responsibilities of Each Agency in the Event Management Structure including city agencies			CEO - HI
85			Identify location for the Event Management/Huddle Post			CEO-HI/LAHSA
86			Identify Leads for all Operational On-Site Stakeholders			CEO-HI/LAHSA
87			City A	Insert Contact Info		City A
88			City B	Insert Contact Info		City B
89			City C	Insert Contact Info		City C
90			Supervisory District	Insert Contact Info		SDX
91			CalTrans	Insert Contact Info		CalTrans
92			CA Highway Patrol	Insert Contact Info		CHP
93			Onsite Event Lead	Insert Contact Info		CEO - HI
94			Onsite PIO	Insert Contact Info		CEO - HI
95			LAHSA	Insert Contact Info		LAHSA
96			MDT Team	Insert Contact Info		Service Provider
97			Homeless Service Provider A	Insert Contact Info		Service Provider
98			OEM	Insert Contact Info		CEO-OEM
99			Homeless Service Provider B	Insert Contact Info		Service Provider
100			Motel-Based Interim Housing Provider	Insert Contact Info		Service Provider
101			LASD	Insert Contact Info		LASD
102			SPA Lead	Insert Contact Info		Service Provider
103			DHS	Insert Contact Info		DHS
104			DMH	Insert Contact Info		DMH
105			PW	Insert Contact Info		PW
106			Identify Logistics Needs for Event Management Post			CEO-HI/LAHSA
107			Is Canopy Needed and Available?	Provided By Whom:		CEO - HI
108			Will Sunscreen be Provided?	Provided By Whom:		CEO - HI
109			Are Chairs Needed and Provided?	Provided By Whom:		CEO - HI
110			Is Water Needed and Provided?	Provided By Whom:		CEO - HI
111			Is a Restroom available?	Provided By Whom:		CEO - HI
112			Is Food Needed and Provided?	Provided By Whom:		CEO - HI
113			Distribution/Retrieval/Cleaning of Apparel	Provided By Whom:		CEO - HI
114			Identify Outreach Start Time			CEO-HI/LAHSA
115			Identify Time for When Transportation of Clients will begin			CEO-HI/LAHSA
116			Identify Time When Property Removal will Begin			PW/LAHSA
117			Identify Break Hours for All Staff			PW/LAHSA
118			Identify Maximum Working Hours so OT issues can be avoided			CEO-HI
119			Set Up Communications Whatsapp Thread with Identified Leads			CEO - HI



A	B	C	D	E	F	G
120			Ensure Site Specific Plans have been Updated			All
121			Updated Site Intake Plan			Service Provider
122			Updated Asset Forfeiture Procedures			LASD
123			Updated Asset Storage Procedures			PW
124			Updated Site Transportation Plan			LASD
125			Identify Restroom Sites			Service Provider
126			Updated Plans for Dealing with Emergency Situations:			CEO-HI
127			Drug Overdose			DHS
128			Encampment Fire			LASD
129			Clients Needing Medical Support			DHS
130			HazMat			PW
131			Finalize ERAP			OEM/CEO - HI
133	<b>Motel Site Coordination</b>					
134			Finalize Intake Plan at Motel			LAHSA
135			Identify Site Lead for the Motel Site			LAHSA
136			Site Lead:	Name: Contact:		Service Provider
137			Plans for Hand Off from LAHSA to Service Provider			LAHSA
138			Plan for County agent to document the condition of rooms prior to occupancy			LAHSA
139			Plan for procurement and distribution of welcome kits			LAHSA
140			Plan for collecting and storing signed participant agreement			LAHSA
141			Plans to assess clients within 72 hours of motel intake			LAHSA
142			Housing stabilization plan has been established within 14 days of occupancy			CEO - HI
143			Planning for Service Connection Events and Housing Fairs			CEO - HI
144			Motel Provider sends final resident roster to LAHSA, who securely transfers it to LA County			LAHSA
145			County Departments cross-reference resident roster with service history to determine opportunities for service			CEO - HI
146			County Departments work with Motel Provider to conduct service connection event on site for motel residents			CEO - HI
147			County works with State to ensure DMV and Registrar Recorder resources are on site for motel residents			CEO - HI
148			Housing Navigators, TLS Case Managers, and ICMS Providers are engaged to finalize planning for Housing Fairs			LAHSA
149			Finalize plans for apartment visits, housing applications, etc.			LAHSA
150			Identify Leads for Service Connection Event			CEO - HI
151			Interim Housing Service Provider	Insert Contact Info		Provider
152			Mobile Medical Clinic	Insert Contact Info		DHS
153			Mental Health Intensive Support	Insert Contact Info		DMH-HOME
154			Mental Health IH Outreach	Insert Contact Info		DMH-IHOP
155			Substance Abuse Services	Insert Contact Info		DPH-SAPEC
156			Immigrant Affairs	Insert Contact Info		DCBA-OIA
157			Veterans Services	Insert Contact Info		DMH-VPAN & MVA
158			Benefits Enrollment/Verification	Insert Contact Info		DPSS & CBEST
159			ID Card	Insert Contact Info		DMV
160			Homeless Services	Insert Contact Info		LAHSA
162	<b>Countywide Communication and Coordination</b>					
163			Distribute and Capture all Board notifications			CEO - HI
164			Distribute and Capture all County department notifications			CEO - HI
165			Conduct coordination meetings with County Departments throughout the planning, response and mitigation process			CEO - HI
166			Organize public engagement plan and talking points for all relevant elected officials			CEO - HI
167			Provide talking points for onsite lead if PIO is unavailable			CEO - HI
169	<b>Site Clean Up &amp; Mitigation</b>					
170			Plans for Debris Removal Finalized			PW
171			Plans for geographically assigned outreach team(s) to engage residents who opted not to participate finalized			DHS
172			Plans to Secure the Location to Limit Reoccupation Finalized			PW
174	<b>Data Tracking &amp; Reporting</b>					
175			Record outreach engagements and current living assessments in HMIS			LOA
176			Enroll participants in Pathway Home Interim Housing Program in HMIS			Service Provider
177			Enroll participants in Pathway Home Housing Navigation services in HMIS			Service Provider
178			Enroll participants in Pathway Home Time Limited Subsidies in HMIS			Service Provider
179			Reconcile Motel Invoices with HMIS enrollment data to ensure program integrity			CEO - HI/LAHSA
180			Collect data for service connection events and housing fairs			CEO - HI
181			Update HEARS database with final encampment resolution status and photos			PW
183	<b>Final Planning Meeting</b>					
184			Complete Cradle to Grave Walk Through of the Process			CEO - HI

## Racial Equity Assessment of Inside Safe and Individuals Served

On December 20, 2022, the Los Angeles County Board of Supervisors (Board) adopted a [motion](#) to support the City of Los Angeles' (City) homeless [emergency declaration](#). The motion [further directed](#) the Director of the Chief Executive Office - Homeless Initiative (CEO-HI) to utilize the Anti-Racism, Diversity, and Inclusion's (ARDI) equity tools to "ensure Homeless Initiative funded programs and services are equitably aligned to support the City state of emergency declaration." One of the primary areas in which the County of Los Angeles (County) has been providing the City support is through the City's Inside Safe encampment resolution program. CEO-HI worked with Los Angeles Homeless Services Authority (LAHSA), the CEO-Chief Information Office (CIO), and other County departments to gather available data on the Inside Safe effort which includes encampment resolutions and other efforts such as Project Room Key (PRK) and Winter Shelter demobilization (to prevent those residing in closing PRK and Winter Shelter sites from returning to homelessness), and otherwise identified clients. Utilizing that data, ARDI collaborated with the Internal Services Department's (ISD) Enterprise GIS division (eGIS) to produce this report.

Though the City selects and prioritizes the Inside Safe encampment resolution sites,<sup>1</sup> this report back to the Board provides an equity analysis of the sites identified and clients served and subsequently placed in interim housing under the program. This report includes: (1) an overview of people experiencing homelessness (PEH) in the County and City, (2) demographic characteristics of the communities where encampment sites were located, (3) demographic characteristics of encampment site residents, (4) demographic characteristics of individuals served by the demobilization operations or otherwise identified clients, (6) conclusion, and (7) recommendations for data collection and reporting, as well as equity measures to consider as these efforts continue. This report will serve as a valuable tool in informing the County's ongoing partnership with the City and in the County's plan to launch its expanded encampment and recreational vehicle (RV) resolution efforts known as Pathway Home.

### Methodology

To create this initial report, ARDI and ISD analyzed data obtained from the Homeless Management Information Systems (HMIS) on the first 20 encampment sites for resolution through Inside Safe as well as the PRK and Winter Shelter demobilization operations and otherwise identified clients who were served between December 12, 2022, and June 13, 2023, after the City's emergency declaration. The dataset for the encampment resolution sites includes dates of operation, addresses and/or approximate locations of the encampment sites, total number of residents at each encampment site who entered interim housing, and racial/ethnic and gender demographics of these encampment residents. The dataset for the demobilization sites or otherwise identified clients, includes racial/ethnic and gender demographics of each individual served by the program. This dataset, however, did not include addresses or approximate dates, as this information is unavailable.<sup>2</sup> For each of the encampment sites, ISD identified the block group<sup>3</sup> where they were located. ISD then mapped each of the 20 sites on a countywide map (found at the end of this report) and created maps of each block group where each encampment site was located. Next, ISD compiled census data on each block group in which an encampment site was located—including total block population, countywide statistical area (CSA)<sup>4</sup>, total population of residents from each race, median income,

<sup>1</sup> Given the nature of the emergency declaration, the sites that were identified by the City were based upon myriad factors and intended to expedite the implementation of the program.

<sup>2</sup> Please note that the Inside Safe data is being regularly reconciled by the City, LAHSA, and providers and is, therefore, subject to change.

<sup>3</sup> one of many geographic units of analysis; the block group is a unit whose size is larger than a "block" but smaller than and a census tract. A census tract is made up of multiple block groups

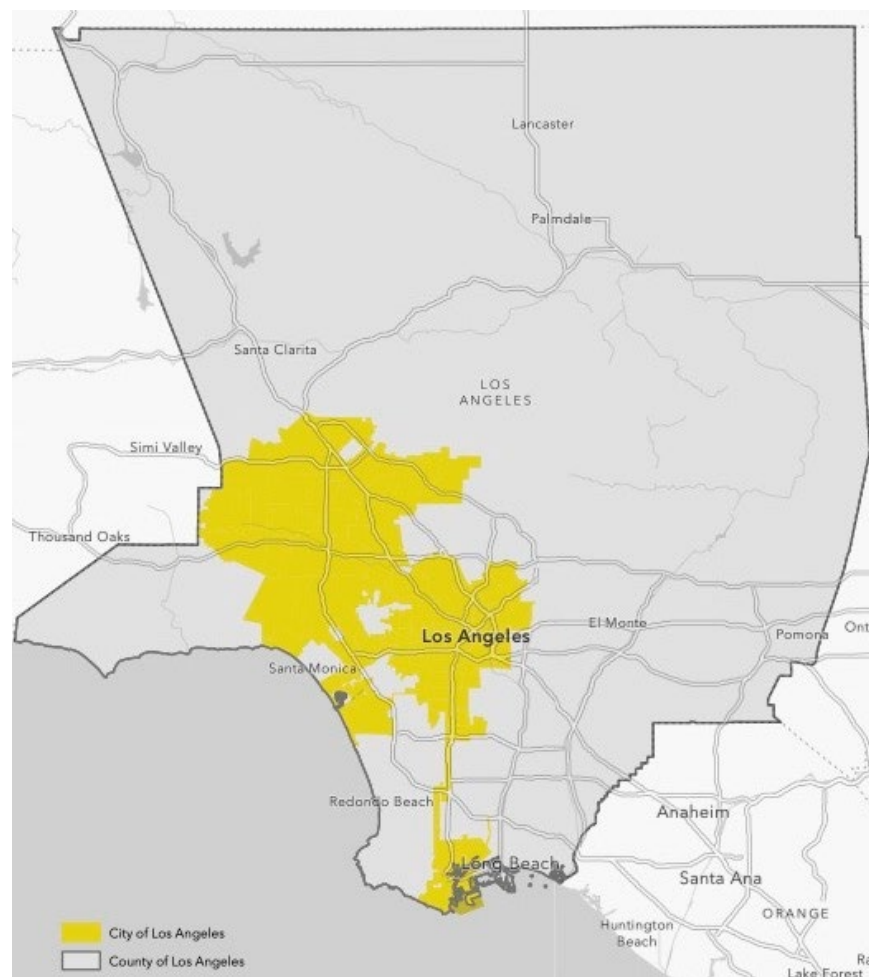
<sup>4</sup> Countywide Statistical Areas (CSA) are standardized reporting districts that approximate communities or neighborhoods in the county; it includes the 88 cities in LA County, neighborhoods within LA City, and communities within the County's unincorporated areas

unemployment rate, and total population under age ten. Afterwards, ARDI analyzed these data and developed a set of findings which are included throughout this report.

### Overview of People Experiencing Homelessness (PEH) in the County and City of Los Angeles

In 2022, LA County had the largest number of people experiencing homelessness (PEH) in the nation (48,548 of the 69,144 total population)<sup>5</sup>, an estimated 65,111<sup>6</sup> of whom resided within the Greater Los Angeles Continuum of Care (CoC).<sup>7</sup> Approximately 60% of those individuals (41,980) were located in the City of Los Angeles—the largest city in the County and which operates the Inside Safe program—and approximately 68% of those individuals were unsheltered.<sup>8</sup> The illustration below shows a map of the City of LA within the County’s boundaries.

Illustration 1. Map of LA County and City of Los Angeles<sup>9</sup>



<sup>5</sup> Data Source: Los Angeles Homeless Services Authority (LAHSA) 2022 Greater Los Angeles Homeless Count Countywide Point-In-Time Homeless Population by Geographic Areas. Retrieved from <https://www.lahsa.org/documents?id=6532-countywide-geography-summary>; Although the most recent homeless count data are the 2023 data, the 2022 homeless count data were used in this report because this report was already in progress when the 2023 homeless count data were released.

<sup>6</sup> Tanya de Sousa et al., "The 2022 Annual Homelessness Assessment Report (AHAR) to Congress," The U.S. Department of Housing and Urban Development, December 2022, pg. 21. Retrieved from <https://www.huduser.gov/portal/sites/default/files/pdf/2022-AHAR-Part-1.pdf>.

<sup>7</sup> Which excludes cities such as Pasadena, Glendale, and Long Beach

<sup>8</sup> Data Source: LAHSA 2022 Greater Los Angeles Homeless County – City of Los Angeles

<sup>9</sup> Created by ISD July 2023

The data in Table 1 below shows that within the population of PEH, Hispanic/Latino PEH—who represent a growing share of the homeless population—had the highest number and percentage of PEH in the City (17,470), followed by Black/African American (13,814), and white (8,327) PEH in the City.

Table 1. Number and Percent of PEH in the City of Los Angeles by Race<sup>10</sup>

Race or Ethnicity	Number of PEH in the City	Percent of Total Homeless Population
Hispanic/Latino	17,470	42.0%
Black/African American (Non-Hispanic)	13,814	33.0%
White (Non-Hispanic)	8,327	20.0%
Two or more races (Non-Hispanic)	1,365	3.0%
AIAN (Non-Hispanic)	474	1.0%
Asian (Non-Hispanic)	434	1.0%
NPHI (Non-Hispanic)	96	0.2%
Total	41,980	

A review of both census and homeless count data, however, indicates that while some racial groups in the City are either evenly represented or underrepresented among PEH in the City, Black/African American, American Indian/Alaska Native (AIAN), and Native Hawaiian and Other Pacific Islander group (NHPI) are overrepresented among PEH.

For instance, Table 2 shows that although Black people in the City make up only a little over 8% of the overall population, they comprise one-third (33%) of PEH – i.e., four times their share of the overall City population. Similarly, AIAN PEH and NHPI PEH make up five and two times their share, respectively, among PEH compared to their share in the overall City population.

Table 2. Proportion of PEH in the City and Overall City Population<sup>11</sup>

Race or Ethnicity	% Among PEH in the City	% in the City of LA Population
Hispanic/Latino	42.0%	48.4%
White (Non-Hispanic)	20.0%	28.1%
Asian (Non-Hispanic)	1.0%	11.6%
Black/African American (Non-Hispanic)	33.0%	8.3%
Two or more races (Non-Hispanic)	3.0%	2.9%
AIAN (Non-Hispanic)	1.0%	0.2%
NPHI (Non-Hispanic)	0.2%	0.1%

<sup>10</sup> Data Source: LAHSA 2022 Greater Los Angeles Homeless County – City of Los Angeles

<sup>11</sup> Data Source: LAHSA 2022 Greater Los Angeles Homeless County – City of Los Angeles

Because the Inside Safe program focuses primarily on the resolution of homeless encampments, in the next several sections of this report, we will analyze data on the City’s unsheltered homeless population, specifically those living in the first 20 homeless encampments prioritized through Inside Safe within the City.

**Analysis of Inside Safe Encampments Resolved (December 2022 – June 2023)**

Within the City’s overall homeless population, approximately two-thirds (68%) of PEH are unsheltered.<sup>12</sup> “Unsheltered homelessness refers to situations in which individuals are not regularly accessing shelters or transitional housing programs and are instead often sleeping in encampments, under underpasses, in their vehicles, or other locations not meant for human habitation.”<sup>13</sup> Table 3 shows the number and percentage of unsheltered PEH in the City by race.

Table 3. Number of unsheltered PEH in the City by race.<sup>14</sup>

Race or Ethnicity	Number Unsheltered PEH in City of LA	Percentage of Homeless Unsheltered in City of LA
Hispanic/Latino	12,205	42.9%
Black/African American (Non-Hispanic)	7,884	27.7%
White (Non-Hispanic)	6,470	22.7%
Two or more races (Non-Hispanic)	1,139	4.0%
AIAN (Non-Hispanic)	425	1.5%
Asian (Non-Hispanic)	289	1.0%
NPHI (Non-Hispanic)	46	0.2%

This table shows that overall, Hispanic (12,205), Black (7,884), and white (6,470) PEH had the highest numbers of unsheltered PEH.

When we examine the rates of unsheltered homelessness by race compared to percentage of total population of homelessness, however, Table 4 indicates that the racial/ethnic groups with the highest rates of PEH who are unsheltered compared to their share in the overall City homeless population are AIAN (90%), people of two or more races (83%), and white (78%).

<sup>12</sup> Data Source: LAHSA 2022 Greater Los Angeles Homeless County – City of Los Angeles

<sup>13</sup> Baiocchi, A., Curry, S., Erlenbush, B., & VanMeeter, M. (2021). Addressing Unsheltered Homelessness in California: Spotlight on Emerging Models Funded by the Homeless Emergency Aid Program, p.2

<sup>14</sup> Data Source: LAHSA 2022 Greater Los Angeles Homeless County – City of Los Angeles

Table 4. Number and percentage of unsheltered PEH in the City by race<sup>15</sup>

Race or Ethnicity	Number Unsheltered in City of LA	Total Number Homeless in City of LA	Percentage of Homeless Unsheltered
AIAN (Non-Hispanic)	425	474	90%
Two or more races (Non-Hispanic)	1,139	1,365	83%
White (Non-Hispanic)	6,470	8,327	78%
Hispanic/Latino	12,205	17,470	70%
Asian (Non-Hispanic)	289	434	67%
Black/African American (Non-Hispanic)	7,884	13,814	57%
NPHI (Non-Hispanic)	46	96	48%

### ***Inside Safe Encampments***

The City of Los Angeles, defines an encampment as “one or more persons living or storing personal property in an unsheltered area.”<sup>16</sup> In December 2022, newly elected City of Los Angeles Mayor, Karen Bass, launched the Inside Safe initiative, a housing-focused initiative that uses outreach and engagement “coupled with immediate interim housing” with the ultimate goal of placing unsheltered PEH into permanent housing.<sup>17</sup> One of the primary goals under this initiative is to “decrease the number and size of encampments across the city.”<sup>18</sup> In an effort to maximize the City’s efforts, the Mayor designated some of the City agencies to coordinate with the County and its homelessness efforts.

Between December 12, 2022, and June 13, 2023, there were a total of 20 identified encampments resolved through Inside Safe. For the City’s Inside Safe program, County staff and resources have been leveraged across all City selected encampment resolutions sites through County-funded outreach teams, onsite support services, permanent housing resources, and connections to mainstream County services and resources. The County’s support of Inside Safe has been led by CEO-HI. Table 5 outlines each of the 20 encampments, including date of operation, approximate location, and community/countywide statistical area (CSA)<sup>19</sup>.

<sup>15</sup> Data Source: LAHSA 2022 Greater Los Angeles Homeless County – City of Los Angeles

<sup>16</sup> Los Angeles Office of the City Attorney. Retrieved from <https://cityattorney.lacity.gov/homelessness>

<sup>17</sup> “Inside Safe Initiative.” Mayor Karen Bass Executive Directive No. 2, December 21, 2022.

<https://mayor.lacity.gov/sites/g/files/wph2066/files/2023-03/ED%202%20-%20Inside%20Safe%20Initiative.pdf>

<sup>18</sup> Ibid.

<sup>19</sup> Countywide Statistical Areas (CSAs) are standardized reporting districts that approximate communities or neighborhoods in Los Angeles county, including the County’s 88 cities, neighborhoods within the City of Los Angeles, and communities within the unincorporated areas. <https://egis-lacounty.hub.arcgis.com/datasets/lacounty::countywide-statistical-areas-csas/about>

Table 5. Inside Safe Encampment Resolution Sites December 12, 2022 – June 13, 2023<sup>20</sup>

#	Date of Operation	Site/Location	Community Name	Address
1	12/20/22	101/Cahuenga	Hollywood Hills	6400 Dix St, Los Angeles, CA 90068
2	1/3/23	3 <sup>rd</sup> /Rose/ABH	Venice (Venice/Sunset/ABH)	302 3 <sup>rd</sup> Avenue, Venice, CA 90291
3	1/27/23	Venice Ozone	Venice (Speedway/Ozone)	37 Ozone Ave, Venice, CA 90291
4	1/30/23	87th and Western	Del Rey	8701 S Western Ave, Los Angeles, CA 90047
5	1/30/23	Culver Median	Gramercy Place	12312 Culver Blvd, Los Angeles, CA 90066
6	2/7/23	99th and Flower	Vermont Vista	405 W 99 <sup>th</sup> St, Los Angeles, CA 90003
7	2/13/23	Victory/Vineland	North Hollywood	10945 Victory Blvd, North Hollywood, CA 91606
8	2/16/23	6th and Fairfax	Miracle Mile	6000 W 6 <sup>th</sup> St, Los Angeles, CA 90036
9	2/21/23	81 <sup>st</sup> /Figueroa	Vermont Vista	8109 S Figueroa St, Los Angeles, CA 90003
10	2/28/23	105st/Figueroa/Hoover	Figueroa Park Square	501 W 105 <sup>th</sup> St, Los Angeles, CA 90044
11	3/9/23	LA River/CD 3 Riverbed	Reseda	6599-6549 Reseda Blvd, Reseda, CA 91335
12	3/13/23	Skid Row	Wholesale District	545 San Pedro St, Los Angeles, CA 90013
13	3/14/23	Echo Park	Echo Park	751 Echo Park Ave, Los Angeles, CA 90026
14	4/19/23	Arcadia/Spring	Chinatown	415 N Broadway, Los Angeles, CA 90012
15	4/27/23	Grand/Vernon	South Park	386 W 42 <sup>nd</sup> St, Los Angeles, CA 90037
16	5/10/23	San Vicente + La Cienega	Carthay	698 S Sweetzer Ave, Los Angeles CA 90048
17	5/16/23	Grand and 52nd	South Park	4920 S Grand Ave, Los Angeles, CA 90037
18	5/31/23	Lomita/McCoy	Harbor Pines	804 W 255th St W, Harbor City, CA 90710
19	6/6/23	Hollywood/El Centro	Hollywood	1605 Vista del Mar Ave, Los Angeles CA 90028
20	6/13/23	Chatsworth Metrolink	Chatsworth	21606 Devonshire St, Chatsworth, CA 91311

### Characteristics of Surrounding Communities where Encampments Were Located

Because encampments are situated within communities alongside residences, businesses, schools, and other entities, and may have adverse effects on the built environment and local residents, we analyzed data on the communities surrounding each of the encampments, including racial composition and median household income.

Using the block group (“community”) as our geographic unit of analysis, we added the number of people in each block group surrounding each encampment (31,507) and calculated the percentage of each racial/ethnic group in

<sup>20</sup> Data Source: LAHSA Homeless Management Information System (HMIS) provided to LA County CEO-HI on July 10, 2023.



all the communities combined. Table 6 shows the percentage of each racial group among the total number of people in the communities surrounding the encampment site.

Table 6. Percentage of the Total Number of People in Block Groups Surrounding All Encampment Sites Combined by Race<sup>21</sup>

Race/Ethnicity	Number of People in All Block Groups Combined	Percentage of the Total Number of People in Block Groups Surrounding All Encampment Sites Combined
White (Non-Hispanic)	8,607	27.3%
Black (Non-Hispanic)	4,328	13.7%
Hispanic	12,784	40.6%
Asian (Non-Hispanic)	4,135	13.1%
AIAN (Non-Hispanic)	303	1.0%
NHPI (Non-Hispanic)	93	0.3%
Other (Non-Hispanic)	211	0.7%
Two or more (Non-Hispanic)	1,027	3.3%
Total	31,507	

Table 6 represents the total number and racial composition of all people living in proximity to the 20 encampment sites across the City resolved in the first six months of the Inside Safe program. Below, in Tables 7 and 8, we provide data on the racial composition and median income of each of the communities surrounding the encampment sites resolved.

<sup>21</sup> Data Source: US Census ACS 5-year (2021)

Table 7. Racial Composition of Communities Surrounding Encampment Sites Selected for Resolution<sup>22</sup>

#	Site/Location	Community	White	Black	Hispanic	Asian	AIAN	Other	NHPI	Two or more
1	101/Cahuenga	Hollywood Hills	74.3%	0.0%	15.5%	4.8%	0.0%	0.0%	0.0%	5.5%
2	Venice/Sunset/ABH	Venice	49.4%	12.0%	31.6%	2.3%	0.0%	1.6%	0.0%	3.0%
3	Speedway/Ozone	Venice	76.4%	4.9%	0.0%	14.3%	0.0%	0.0%	0.0%	4.4%
4	87th and Western	Gramercy Place	1.0%	76.5%	9.1%	0%	0.0%	6.4%	1.3%	7.1%
5	Culver Median	Del Rey	18.4%	13.7%	46.7%	14.1%	0.0%	0%	0.0%	5.7%
6	99th and Flower	Vermont Vista	5.9%	28.6%	59.4%	5.5%	0.0%	0%	0.0%	0.6%
7	Victory/Vineland	North Hollywood	22.3%	5.5%	56.5%	4.9%	0.0%	0%	0.0%	3.4%
8	6th and Fairfax	Miracle Mile	49.3%	5.6%	18.6%	20.5%	0.0%	1.0%	0.0%	4.9%
9	81st and Fig Alley	Vermont Vista	1.3%	26.4%	72.3%	0.0%	0.0%	0.0%	0.0%	0.0%
10	105/Figueroa/Hoover	Figueroa Park Square	1.9%	36.2%	61.4%	0.5%	0.0%	0.0%	0.0%	0.0%
11	CD 3 Riverbed	Reseda	68.3%	4.9%	17.6%	8.0%	0.0%	0.0%	0.0%	1.1%
12	Skid Row	Wholesale District	26.1%	39.0%	21.7%	0.7%	3.1%	0.0%	0.0%	9.5%
13	Echo Park Lake	Echo Park	60.7%	5.3%	21.3%	6.3%	0.0%	0.0%	0.0%	6.4%
14	Arcadia/Spring	Chinatown	9.5%	1.7%	28.1%	57.0%	0.0%	0.0%	0.0%	3.6%
15	Grand/Vernon	South Park	0.0%	2.6%	92.1%	0.0%	0.0%	0.0%	0.0%	5.3%
16	San Vicente/La Cienega	Carthay	74.3%	1.4%	12.7%	5.2%	0.0%	0.0%	0.0%	6.4%
17	Grand and 52nd	South Park	0.0%	14.4%	79.1%	4.1%	0.0%	0.0%	0.0%	2.4%
18	Lomita/McCoy	Harbor Pines	0.9%	21.1%	61.0%	12.2%	0.0%	0.0%	3.9%	0.9%
19	Hollywood/El Centro	Hollywood	47.7%	2.5%	8.0%	31.2%	3.5%	2.5%	0.0%	4.6%
20	Chatsworth Metrolink	Chatsworth	21.0%	4.2%	50.2%	17.4%	0.0%	4.2%	0.0%	2.9%

<sup>22</sup> Data Source: US Census ACS 5-year (2021)

Table 8. Median Income of Communities Surrounding Encampment Sites Selected for Resolution<sup>23</sup>

#	Date of Operation	Community Name	Median Income of Block Group
1	12/20/22	Hollywood Hills	\$180,469
2	1/3/23	Venice (Venice/Sunset/ABH)	\$53,972
3	1/27/23	Venice (Speedway/Ozone)	\$104,350
4	1/30/23	Gramercy Place	\$56,979
5	1/30/23	Del Rey	\$83,393
6	2/7/23	Vermont Vista	\$64,837
7	2/13/23	North Hollywood	\$65,931
8	2/16/23	Miracle Mile	\$103,533
9	2/21/23	Vermont Vista	\$48,393
10	2/28/23	Figueroa Park Square	\$52,647
11	3/9/23	Reseda	\$42,344
12	3/13/23	Wholesale District	\$10,862
13	3/14/23	Echo Park	\$101,514
14	4/19/23	Chinatown	\$31,071
15	4/27/23	South Park	\$33,487
16	5/10/23	Carthay	\$133,125
17	5/16/23	South Park	\$43,500
18	5/31/23	Harbor Pines	\$54,338
19	6/6/23	Hollywood	\$86,942
20	6/13/23	Chatsworth	\$81,136

Our analysis of the data in Tables 7 and 8 reveals that of the 20 encampments resolved in the first six months of the Inside Safe Initiative,

- 9 were in communities (45% of all communities) where Hispanic residents comprised more than 40% of the population (i.e., total population of the block group)
- 8 were in communities (40% of all communities) where white residents comprised more than 40% of the population
- 6 were in communities (30% of all communities) where white residents comprised more than 40% of the population and the average median household income exceeded the City’s average median household income
- 1 was in a community (5% of all communities) where Black residents comprised more than 40% of the population
- 1 was Skid Row, which is racially mixed—26.1% white, 39.0% Black, 21.7% Hispanic, and 9.5% two or more races—though Black residents comprised the largest share of the community (median income \$10,862).

<sup>23</sup> Data Source: US Census ACS 5-year (2021)

- 8 were in communities (40% of all communities) where the average median household income exceeded the City’s average median income (\$69,778<sup>24</sup>)

### Other Community Characteristics

In addition to the racial and economic characteristics of the communities surrounding encampments in the sample analyzed, we also analyzed the data on the percentage of children residing in communities surrounding encampments sites (Table 9). Given the impact of the physical environment (i.e., toxins, pollutants, noise, crowding, chaos, and housing, school, and neighborhood quality) on the cognitive and socioemotional development of children and adolescents,<sup>25</sup> we believe that percent of children under 10 years old may serve as a useful (non-race/non-economic) indicator for determining which encampments to prioritize for resolution.

Table 9. Percentage of Children Under Age 10 in Communities (Block Groups) Surrounding Encampment Sites Selected for Resolution

#	Encampment Approximate Location	CSA/Community	% Population Under age 10
1	101/Cahuenga	Hollywood Hills	3.1%
2	Venice/Sunset/ABH	Venice	8.1%
3	Speedway/Ozone	Venice	0.0%
4	87th and Western	Gramercy Place	7.6%
5	Culver Median	Del Rey	14.4%
6	99th and Flower	Vermont Vista	15.6%
7	Victory/Vineland	North Hollywood	8.7%
8	6th and Fairfax	Miracle Mile	6.1%
9	81st and Fig Alley	Vermont Vista	15.4%
10	105/Figueroa/Hoover	Figueroa Park Square	14.7%
11	CD 3 Riverbed	Reseda	7.4%
12	Skid Row	Wholesale District	0.4%
13	Echo Park Lake	Echo Park	2.4%
14	Arcadia/Spring	Chinatown	4.1%
15	Grand/Vernon	South Park	12.3%
16	San Vicente and La Cienega	Carthay	15.6%
17	Grand and 52nd	South Park	13.8%
18	Lomita/McCoy	Harbor Pines	12.2%
19	Hollywood/El Centro	Hollywood	11.2%
20	Chatsworth Metrolink	Chatsworth	9.1%

<sup>24</sup> U.S. Census American Community Survey 2021 Quick Facts – City of Los Angeles, Retrieved from <https://www.census.gov/quickfacts/fact/table/losangelescitycalifornia,losangelescountycalifornia/BZA010221>

<sup>25</sup> Kim T. Ferguson, Rochelle C. Cassells, Jack W. MacAllister & Gary W. Evans (2013) The physical environment and child development: An international review, International Journal of Psychology, 48:4, 437-468, DOI: 10.1080/00207594.2013.804190

Table 9 shows that of 20 encampments selected for resolution, nine (approximately 45% of all encampments) were located in communities where children under 10 years old represent more than 10% of the total population of the block group. For six of the communities surrounding encampments (30% of all encampments), children under 10 represent between 5.0% - 9.0% of the local community. In the remaining 5 communities surrounding encampments (25% of all encampments), children under 10 comprise less than 5% of the total population.

There are other non-race/non-economic community characteristics that can be factored into the encampment selection process to ensure more equity outcomes. We provide some in the recommendations.

### **Characteristics of Encampment Residents**

The previous section of this report responded primarily to one of Inside Safe’s four overarching goals—decreasing the size and number of encampments across the City. In this section, we focus on the race and ethnicity of encampment residents, which is vital to ensuring equitable outcomes in the program’s other three overarching goals which include,

- Decreasing the time of moving someone from an encampment into housing
- Increasing interim and permanent housing placements
- Increasing access to mental health care and substance use treatment for people

These goals align with the County’s own homelessness priorities, which include ensuring that unsheltered PEH and PEH in interim housing (analyzed in the next section) are equitably assessed and connected to County services, “such as mental health counseling, substance use counseling, housing navigation, Medi-Cal enrollment, and domestic violence services, with the goal of getting people into housing.”<sup>26</sup>

Across all 20 of the encampment sites resolved in the first six months of the Inside Safe program, there were a total of 1,066 encampment residents. While the number of people within each encampment varied—ranging from as little as four people to as many as 167 per encampment—there was an average of 53 residents per encampment (Table 10).

---

<sup>26</sup> “County Support of the City of Los Angeles in their State of Emergency.” Amendment to Item 22 by Supervisor Holly J. Mitchell Los Angeles County, December 20, 2022

Table 10. Number of People in Each Encampment<sup>27</sup>

#	Date of Operation	Site/Location	Community Name	Number of Encampment Residents
1	12/20/22	101/Cahuenga	Hollywood Hills	29
2	1/3/23	3 <sup>rd</sup> /Rose/ABH	Venice (Venice/Sunset/ABH)	107
3	1/27/23	Venice Ozone	Venice (Speedway/Ozone)	4
4	1/30/23	87th and Western	Del Rey	28
5	1/30/23	Culver Median	Gramercy Place	51
6	2/7/23	99th and Flower	Vermont Vista	38
7	2/13/23	Victory/Vineland	North Hollywood	48
8	2/16/23	6th and Fairfax	Miracle Mile	42
9	2/21/23	81 <sup>st</sup> /Figueroa	Vermont Vista	20
10	2/28/23	105st/Figueroa/Hoover	Figueroa Park Square	49
11	3/9/23	LA River/CD 3 Riverbed	Reseda	45
12	3/13/23	Skid Row	Wholesale District	176
13	3/14/23	Echo Park	Echo Park	63
14	4/19/23	Arcadia/Spring	Chinatown	78
15	4/27/23	Grand/Vernon	South Park	52
16	5/10/23	San Vicente + La Cienega	Carthay	27
17	5/16/23	Grand and 52nd	South Park	52
18	5/31/23	Lomita/McCoy	Harbor Pines	68
19	6/6/23	Hollywood/El Centro	Hollywood	33
20	6/13/23	Chatsworth Metrolink	Chatsworth	56
Total				1,066

<sup>27</sup> Data Source: LAHSA Homeless Management Information System (HMIS) provided to LA County CEO-HI on July 10, 2023.

Below, Table 11, is a table of the percentage of all encampment residents (combined) by race.

Table 11. Percentage of all Encampment Residents Combined by Race<sup>28</sup>

Race	Percentage of all Encampment Residents Combined	Percentage of Unsheltered Homeless	
		Population in City of LA	Percent of Total Homeless Population in City of LA
White (Non-Hispanic)	24.1%	22.7%	20.0%
Black (Non-Hispanic)	37.4%	27.7%	33.0%
Hispanic	31.6%	42.9%	42.0%
Asian (Non-Hispanic)	0.5%	1.0%	1.0%
AIAN (Non-Hispanic)	1.1%	1.5%	1.0%
NHPI (Non-Hispanic)	0.6%	0.2%	0.2%
Two or More (Non-Hispanic)	1.4%	4.0%	3.0%
Race Unknown (Non-Hispanic)	3.3%	-	-

Table 11 shows that among all the encampment residents combined, Black people (37.4%) represented the group with the largest percentage of encampment residents, followed by Hispanic encampment residents (31.6%), and white encampment residents (24.1%).

Comparing the percentage of encampment residents served by race to their percentages in the population of PEH in the City and population of unsheltered PEH revealed the following:

- Black people comprised 8.3% of the overall population in the City and 33% of the population of PEH and 27.7% of the unsheltered homeless population. Hence, in the first six months of the encampment resolution program, Black people were slightly overrepresented among those served through encampment resolution efforts (37.4%).
- Similarly, white encampment residents (24.1%) were overrepresented among those served through encampment resolution efforts when compared to 20.0% of the overall population of white PEH in the City and 22.7% white people in the City who are unsheltered PEH.
- Hispanic encampment residents (31.6%) were underrepresented among people served by the program. They make up 42.0% of PEH in the City and 42.9% of the unsheltered homeless population in the City.
- 1.1% of people served were AIAN people, who make up 1% of PEH in the City, but 1.5% of the unsheltered homeless population in the City, which means they were both overrepresented and underrepresented among those served
- While NHPI makeup .2% of the homeless population in the City and .2% of unsheltered homeless in the City, they were 0.6% of people served; and thus, overrepresented among those served by the program in the first six months

<sup>28</sup> Data Source: LAHSA Homeless Management Information System (HMIS) provided to LA County CEO-HI on July 10, 2023.



A review of the data for each encampment site reveals that the racial composition of most of the sites was mixed (i.e., there were people from more than one racial group at the same site). Table 12 shows the racial composition of each encampment site.

Table 12. Race/Ethnicity of Encampment Residents in Each Site<sup>29</sup>

#	Site/Location	White Non- Hispanic	Black Non- Hispanic	Hispanic	Asian Non- Hispanic	AIAN Non- Hispanic	NHPI Non- Hispanic	Two or More Races	Race Unknown
1	101/Cahuenga	55.0%	21.0%	10.0%	0.0%	7.0%	0.0%	0%	7%
2	3rd/Rose/ABH	43.0%	32.0%	17.0%	0.0%	3.0%	0.0%	2%	4%
3	Venice Ozone	50.0%	25.0%	0.0%	0.0%	0.0%	0.0%	25%	0.0%
4	Culver Median	40.0%	8.0%	53.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5	87th and Western	7.0%	86.0%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6	99th and Flower	0.0%	66.0%	34.0%	0.0%	0.0%	0.0%	0.0%	0.0%
7	Victory/Vineland	21.0%	27.0%	46.0%	0.0%	0.0%	0.0%	0.0%	2.0%
8	6th and Fairfax	26.0%	45.0%	0.0%	0.0%	2.0%	0.0%	5.0%	20.0%
9	81st/Figueroa	5.0%	55.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10	105st/Figueroa/Hoover	2.0%	76.0%	22.0%	0.0%	0.0%	0.0%	0.0%	0.0%
11	LA River/CD 3 Riverbed	47.0%	7.0%	44.0%	0.0%	0.0%	0.0%	0.0%	2.0%
12	Skid Row	12.0%	61.0%	15.0%	0.6%	1.0%	1.0%	4.0%	6.0%
13	Echo Park	13.0%	11.0%	73.0%	0.0%	0.0%	0.0%	0.0%	2.0%
14	Arcadia/Spring	28.0%	20.0%	44.0%	0.0%	3.0%	4.0%	0.0%	1.0%
15	Grand/Vernon	2.0%	48.0%	44.0%	0.0%	0.0%	0.0%	4%	2.0%
16	San Vicente/La Cienega	48.0%	30.0%	15.0%	0.0%	0.0%	0.0%	0.0%	7.0%
17	Grand and 52nd	4.0%	70.0%	25.0%	0.0%	2.0%	0.0%	0.0%	0.0%
18	Lomita/McCoy	35.0%	13.0%	49.0%	0.0%	0.0%	1.0%	1.0%	0.0%
19	Hollywood/El Centro	21.0%	24.0%	42.0%	0.0%	3%	0.0%	0.0%	3.0%
20	Chatsworth Metrolink	48.0%	11.0%	34.0%	0.6%	0.0%	2%	0.0%	4.0%

<sup>29</sup> Data Source: LAHSA Homeless Management Information System (HMIS) provided to LA County CEO-HI on July 10, 2023.

An analysis of the racial composition at each site indicates that

- In eight of all 20 encampments (40%), Black encampment residents made up the largest share of those served
- In six of all 20 encampments (30%), Hispanic encampment residents made up the largest share of those served, and
- In eight of all 20 encampments (30%), white residents made up the largest share of those served

This suggests that, not accounting for encampment sizes (numbers of individuals in each), among the sites selected, there were more sites where Black encampment residents made up most of the population.

**Demobilization Sites and Otherwise Identified Clients**

In addition to the individuals served through the City’s Inside Safe encampment resolution operations, the program also served an additional 330 PEH who entered through demobilizing sites or otherwise identified. Table 13 shows the racial and ethnic demographics of all individuals served across all seven demobilizing operations.

Table 13. Percentage of All Individuals at Demobilization Sites or Otherwise Identified Clients by Race

Race	Percentage of Total Population from Demobilized Sites and Other Identified Clients
White (Non-Hispanic)	22%
Black (Non-Hispanic)	33%
Hispanic	38%
Asian (Non-Hispanic)	2%
AIAN (Non-Hispanic)	0%
NHPI (Non-Hispanic)	1%
Two or more Races (Non-Hispanic)	2%
Race Unknown (Non-Hispanic)	2%

When the percentages of people served by the program for each racial/ethnic group (Table 13) are compared to the percentages of each racial/ethnic group of PEH in the City (Table 1), these data indicate that while Black clients were evenly represented among those served via the demobilized sites (33% of PEH in the City are Black; 33% of those served are Black), white site clients were slightly overrepresented among those served by the program (20% of PEH in the City are white; 22% of clients served by the program were white). Hispanic PEH, the data show that once again (as shown in other instances throughout this report), were underrepresented among those served by this program (42% of PEH in the City are Hispanic; 38% of those served by the program are Hispanic). This table also shows that while 0% of those identified as AIAN were served by this program, Asian PEH were overrepresented (1% of PEH in the City are Asian; 2% of those served by the program are Asian) as well as NHPI PEH (0.2% of PEH in the City are NHPI; 1% of those served by the program were Hispanic).

We also analyzed the racial and ethnic demographic data for each of the demobilization sites (see Table 14).

Table 14. Racial Demographics of Individuals Served by Demobilization Site and Otherwise Identified Clients

#	Demobilization Sites	White	Black	Hispanic	Asian	AIAN	NHPI	Multi-Racial	Race Unknown
1	AWSP City to City	25.0%	31.0%	41.0%	0.0%	0.0%	0.0%	0.0%	3.0%
2	AWSP to Grand	28.0%	30.0%	30.0%	2.0%	0.0%	0.0%	7%	4.0%
3	AWSP County to City	16.0%	28.0%	49.0%	5.0%	0.0%	0.0%	0.0%	2.0%
4	Popup Winter Shelters	29.0%	36.0%	27.0%	4.0%	0.0%	3.0%	1.0%	0.0%
5	CIRCLE Outreach	14.0%	43.0%	43.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6	LA Grand - Legacy	14.0%	46.0%	39.0%	0.0%	0.0%	0.0%	0.0%	1.0%
7	Street Medicine Outreach (Metro LA Area)	17.0%	3.0%	67.0%	0.0%	0.0%	3%	3.0%	7.0%

This table indicates that white, Black, and Hispanic individuals were the primary racial/ethnic groups served at all seven sites. In close to half of these instances, Hispanic clients made up the largest share of those served by the program. While other races often made up zero to a small percentage of the population served by this program, none of the individuals served at any of the sites were AIAN.

### Findings

In this report, we analyzed the racial equity impact of the City’s Inside Safe homeless encampment resolution program and demobilization efforts to date. We focused on three components: (1) characteristics of communities surrounding encampment sites, (2) racial demographics of encampment site residents, and (3) racial demographics of the clients served through the demobilization efforts.

Our analysis showed that PEH in each racial group, were either underrepresented, evenly represented, or overrepresented among the clients served at the encampment sites and through the demobilization efforts. Although Hispanic, Black, and white PEH comprised the highest number of people served by the programs:

- Hispanic clients tended to be underrepresented among those served by the program,
- Black clients tended to be either evenly represented or slightly overrepresented among those served by the program, and
- White clients tended to be either evenly represented or slightly overrepresented among those served by the program

And although far fewer individuals served by the program tended to come from the racial groups with smaller populations, like the AIAN or NHPI communities, clients from these groups tended to be evenly or slightly overrepresented among those served by the program. It should be noted, however, that none of the clients served through the demobilization sites or otherwise identified were AIAN.

With respect to the characteristics of the surrounding communities, analyses of the racial and economic composition of the communities showed that of the 20 encampment sites selected for resolution in the first six months of the Inside Safe program, the surrounding communities were racially mixed, though they tended to be

either predominantly Hispanic or predominantly white. Similarly, communities where the average median household incomes exceed the City's average median household income made up a sizable share of the communities chosen.

We added one non-race/non-income indicator to our analysis of surrounding communities: percentage of population under ten years old. We found that among the 20 encampments selected for resolution, nine (approximately 45% of all encampments) were located in communities where children under the age of 10 represent more than 10% of the total population of the block group. This may serve as a meaningful indicator to be taken into account in the future selection of encampments.

### **Recommendations and Next Steps**

We recommend that the program undergo ongoing, routine assessment of the racial equity impact on the encampment sites selected through the Inside Safe program and that future assessments be expanded to examine the multiple and intersecting dynamics of race/ethnicity, gender, and other demographic characteristics of the individuals served and/or communities impacted to refine the encampment site selection process and increase equitable outcomes.

With the upcoming launch of the County's encampment and RV resolution effort, Pathway Home, ARDI will partner with CEO-HI, LAHSA, and CIO to ensure that equity measures are embedded in the process of identifying and selecting encampment sites. ARDI will work with HI, subject matter experts, and other stakeholders to develop and implement an equity framework that considers the following three overarching factors:

- the unique characteristics of encampment sites (e.g., size, density, demographic composition, and impact on surrounding community, etc.)
- characteristics of communities surrounding encampment sites, and
- the unique characteristics of encampment residents

While the County does not play a role in selecting encampment sites under the City's Inside Safe initiative, this analysis as well as the recommendations provided here will be shared with City partners to inform future site selection.

Over the next several months, ARDI will work to co-create, finalize, and disseminate a rigorous equity framework to aid the County in its encampment site selection and prioritization process. In the interim, we recommend the following:

- continued data collection and reporting on encampment residents' racial/ethnic and other demographic characteristics
- the use of ARDI's and other equity tools in the encampment site selection process, including the [Equity Explorer](#) and [ARP Tracker](#). (Other tools can be found at the County's equity hub site here: <https://equity-lacounty.hub.arcgis.com>)
- the inclusion of the following factors in the site selection process where feasible:

- Characteristics of Encampment Sites: size of encampment (spatial), number of encampment residents, length of time since encampment was erected, racial and gender composition of encampment residents, proximity to sanitation facilities, public health issues or hazards within encampment, proximity to rodent-proof garbage storage with regular waste removal, what hazards are posed by encampment (e.g., traffic, construction, etc.)
- Community Characteristics:

At the Block Group Level: total population of community (at the block group level), racial demographics, median household income, unemployment rate, overcrowding, overall CanEnviroScreen, percentage of population under 10 years old (These data can be found by inputting the address of each site in the County’s Equity Mapping Tool found [here](#)<sup>30</sup>)

At the Census Tract Level: percentage of people experiencing homelessness within the census tract, concentrated disadvantage at the census tract level
- Encampment Resident Characteristics: physical disability or restricted mobility, severity of residents’ physical and mental health needs, percent of older adults, racial and gender identity, length of time homeless

Finally, ARDI will continue to support the HI and the emergency declaration through the use of equity tools to:

- Monitor the equity plan elements incorporated into their recruitment and hiring, contracting, and vendor identification processes
- Develop a governance and implementation framework, along with goals and key performance metrics, to ensure equitable implementation of each PEH Mission
- Strengthen prevention and early intervention efforts aligned with each PEH Mission, and
- Identify areas of alignment with Countywide Equity Principles, Countywide Racial Equity Strategic Plan, and recommendations from existing initiatives such as the recently released The Road May be Long, but the Journey is Just Report: 2023 Update and Implementation Roadmap on the Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness

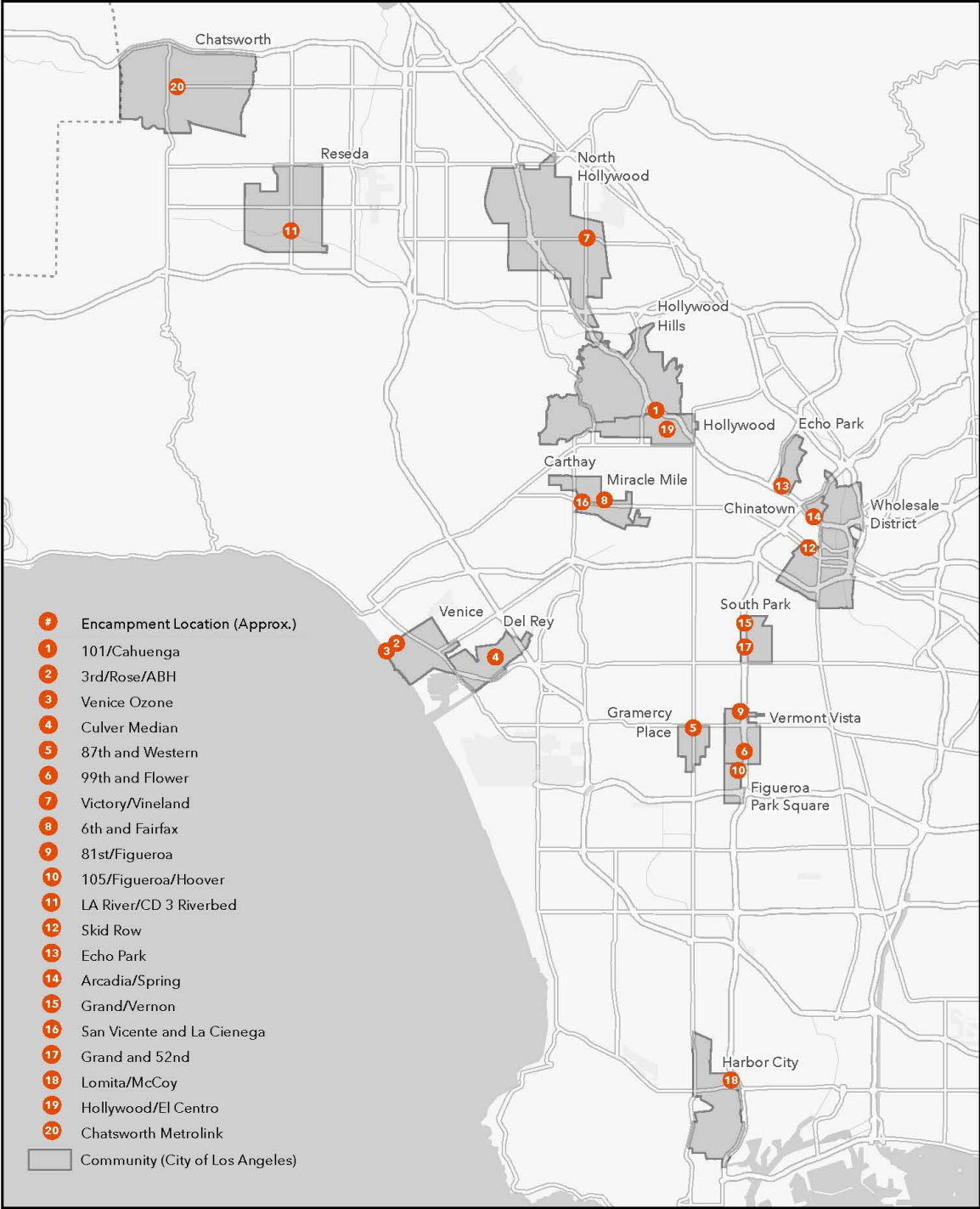
This collaboration between ARDI and HI is not only vital to the County’s overall efforts to advance equity in the delivery of homeless services in the County, it is also critical to examining gaps in more upstream systems and services necessary for the prevention of homelessness in Los Angeles County.

---

<sup>30</sup> <https://lacounty.maps.arcgis.com/apps/webappviewer/index.html?id=c3567118a1384e2c90ea221f9abcdf37> )

# Inside Safe Operations

12/12/2022 - 6/13/2023



Map by Los Angeles County Internal Services Department - Enterprise GIS; Encampment Resolution Data from Los Angeles County Homeless Initiative. Sites are in order of date action taken; Basemap data from County of Los Angeles, California State Parks, Esri, HERE, Garmin, SafeGraph, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA



**Chief  
Executive  
Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**CHIEF EXECUTIVE OFFICER**

Fesia A. Davenport

August 31, 2023

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

From: Fesia A. Davenport FAD  
Chief Executive Officer FAD (Sep 7, 2023 12:29 PDT)

**REPORT BACK ON PROCLAMATION OF A LOCAL EMERGENCY FOR  
HOMELESSNESS IN THE COUNTY OF LOS ANGELES (ITEM NO. 3,  
JANUARY 10, 2023 AGENDA) – MEASURE H EXPENDITURE REPORTING**

On January 10, 2023, the Board of Supervisors (Board) unanimously adopted a motion declaring a local state of emergency for homelessness (Homeless Emergency). In that motion, the Board directed the Chief Executive Office (CEO) to develop a process for providing periodic reporting (at a quarterly minimum) to the Board on the expenditure of Measure H funds, in order to more accurately assess the effectiveness of the use of Measure H funds in conjunction with the Homeless Emergency and the overall coordinated response to homelessness.

**Measure H Funding Allocations and Expenditures**

As directed by the Board, the CEO allocates Measure H funding and monitors all County departments and agencies' Measure H expenditures. On February 7, 2023, the Board approved the CEO's recommendations for allocation of Measure H funding for Fiscal Year (FY) 2023-24. The FY 2023-24 funding recommendations were for ongoing and existing programs currently funded by Measure H and also contained one-time investments in programming aligned with the Homeless Emergency.





The CEO developed the attached Measure H expenditure report which details the CEO's record of FY 2022-23 Measure H and Homeless and Housing Advocacy Program expenditures as of June 30, 2023. The attached are reflective of the CEO's FY closing records but have not yet been verified by the Auditor-Controller as part of its mandated Measure H Annual Audit (Los Angeles County Charter Chapter 4.73 - Transactions and Use Tax to Prevent and Combat Homelessness) which is expected to be released during the first quarter of FY 2023-24. The annual audit report and final FY expenditures are also reported to the Measure H Citizens Oversight Advisory Board.

Measure H expenditures have traditionally been tracked using the legacy strategies previously approved by the Board. This first report follows the legacy rubric by reporting expenditures that were originally allocated under the strategies. Beginning with funding allocations in FY 2023-24, the CEO will track Measure H expenditures using the County's New Framework to End Homelessness (New Framework) pillars approved by the Board on May 3, 2022 (Item No. 26): Coordinate, Prevent, Connect, House, and Stabilize. Although the attached expenditure report uses the legacy strategies framework, expenditures are also mapped to the County's New Framework pillars to demonstrate how the expenditures relate to the New Framework.

In FY 2022-23, as indicated in the attachment, the Measure H total allocation for ongoing programs was expended at a rate of 73 percent, which was a higher under-expenditure than in previous years. Under-expenditure was due to the prioritization of one-time funding such as Homeless and Housing Advocacy Program funds for permanent supportive and interim housing programs (Strategies D7 and E8). There was also an influx of one-time funding into time-limited subsidy programming (Strategy B3) administered by the Los Angeles Homeless Services Authority which contributed to Measure H being underspent.

The CEO plans to request authority in the supplemental budget phase to reallocate some of the Measure H fund balance to fund Homeless Emergency response efforts, in particular the encampment resolution program Pathway Home, in FY 2023-24. The CEO expects to recommend using remaining Measure H fund balance funding to continue funding Pathway Home in future budget cycles.

### **Emergency Response and Measure H Expenditures**

In response to the January 10, 2023, motion, the CEO provided a report to the Board on January 23, 2023, with recommendations that the County initially focus on three People Experiencing Homelessness Missions (PEH Missions) in response to the Homeless Emergency. The missions are as follows:

**Mission 1: Encampment Resolution**

*Reduce unsheltered homelessness using a systematic approach to encampment resolution conducted in partnership with local jurisdictions.*

**Mission 2: Housing**

*Increase interim and permanent housing placements.*

**Mission 3: Mental Health and Substance Use Disorder Services**

*Provide mental health and substance use disorder services to unsheltered and sheltered people experiencing homelessness at the level needed to meet their needs.*

Measure H funding is being strategically utilized to support the PEH Missions. The FY 2023-24 quarterly reports will include Measure H allocations and expenditures related to these missions.

We plan to submit the next quarterly report reflecting the first quarter of FY 2023-24 in November 2023.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or ctodoroff@ceo.lacounty.gov.

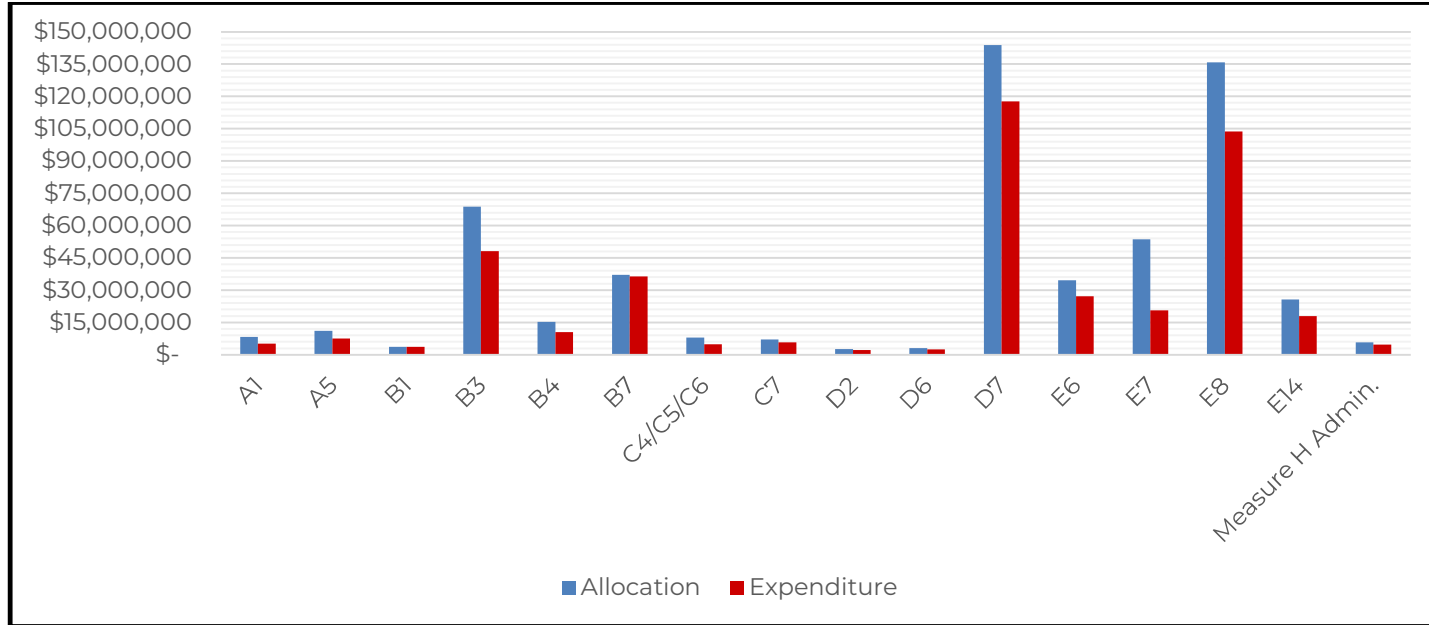
FAD:JMN:CT  
DJ:TT:sh

Attachment

- c: Executive Office, Board of Supervisors
- County Counsel
- Auditor-Controller
- Mental Health
- Public Health

### FY 2022-23 Measure H Expenditure Quarterly Board Report (Quarter 4)

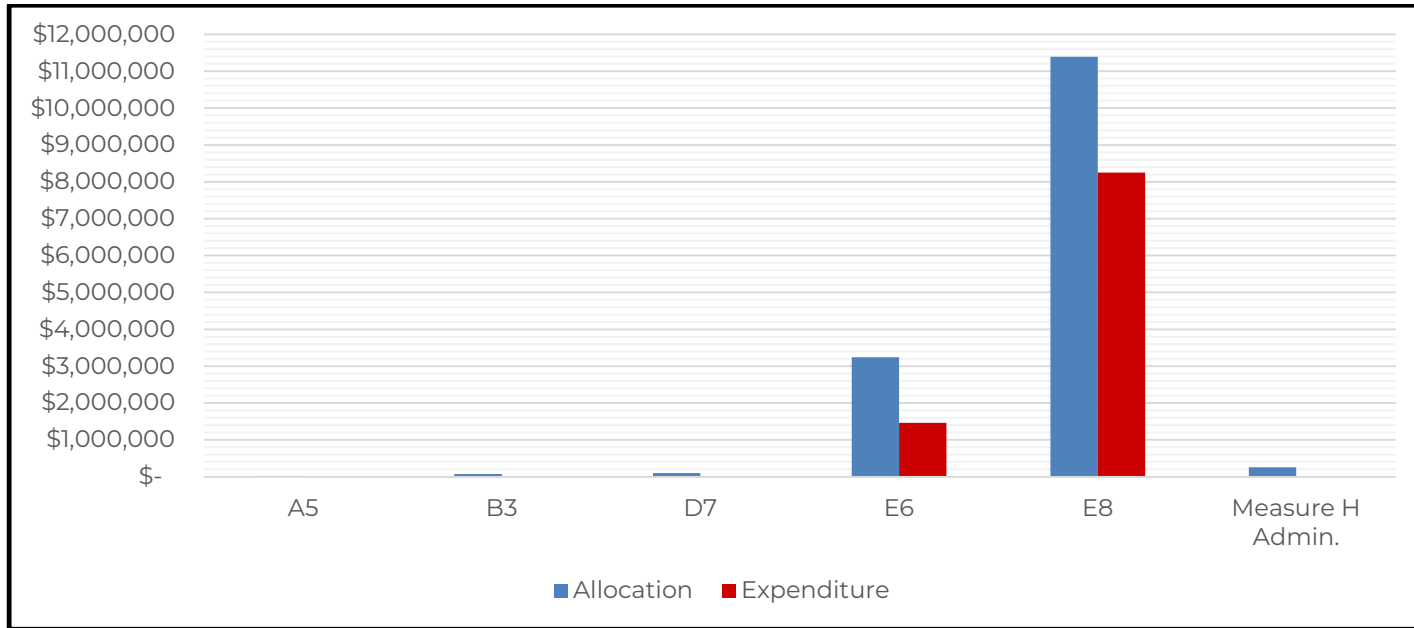
Measure H (on-going)



STRATEGY	STRATEGY NAME	ORIGINAL 22-23 ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD EXPENDITURE
<b>HOMELESSNESS PREVENTION STRATEGIES</b>							
A1	Homeless Prevention Program for Families	\$ 8,339,000	\$ 1,016,693	\$ 1,024,249	\$ 2,300,036	\$ 859,275	\$ 5,200,253
A5	Homeless Prevention Program for Individuals	\$ 11,136,000	\$ 1,026,439	\$ 2,643,035	\$ 2,890,853	\$ 915,091	\$ 7,475,418

HOUSING SUBSIDIZATION STRATEGIES							
<b>B1</b>	<b>Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</b>	\$ 3,620,000	\$ 1,038,373	\$ 1,088,995	\$ 1,233,868	\$ 258,764	\$ 3,620,000
HOUSING SUBSIDIZATION STRATEGIES (cont.)							
<b>B3</b>	<b>Expand Rapid Rehousing</b>	\$ 68,711,000	\$ 12,995,211	\$ 7,600,338	\$ 11,751,461	\$ 15,773,404	\$ 48,120,414
<b>B4</b>	<b>Facilitate Utilization of Federal Housing Subsidies</b>	\$ 15,268,000	\$ 1,061,938	\$ 2,334,480	\$ 2,656,157	\$ 4,397,336	\$ 10,449,911
<b>B7</b>	<b>Interim/Bridge Housing for those Exiting Institutions</b>	\$ 37,116,000	\$ 8,816,504	\$ 9,176,826	\$ 9,243,167	\$ 9,139,393	\$ 36,375,890
INCREASE INCOME STRATEGIES							
<b>C4/C5/C6</b>	<b>Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy</b>	\$ 8,044,000	\$ 1,085,608	\$ 1,181,976	\$ 1,285,106	\$ 1,270,953	\$ 4,823,643
<b>C7</b>	<b>Increase Employment for Homeless Adults</b>	\$ 7,100,000	\$ 739,090	\$ 1,638,222	\$ 1,624,447	\$ 1,687,371	\$ 5,689,130
CASE MANAGEMENT STRATEGIES							
<b>D2</b>	<b>Jail In-Reach</b>	\$ 2,585,000	\$ 599,715	\$ 524,915	\$ 571,940	\$ 547,016	\$ 2,243,586
<b>D6</b>	<b>Criminal Record Clearing Project</b>	\$ 3,098,000	\$ 352,393	\$ 379,019	\$ 413,510	\$ 1,319,350	\$ 2,464,272
<b>D7</b>	<b>Provide Services and Rental Subsidies for Permanent Supportive Housing</b>	\$ 113,519,000	\$ 2,861,102	\$ 22,949,783	\$ 30,152,641	\$ 31,100,789	\$ 87,064,315
COORDINATED ENTRY SYSTEM STRATEGIES							
<b>E6</b>	<b>Countywide Outreach System</b>	\$ 34,100,000	\$ 6,384,501	\$ 7,019,178	\$ 7,288,558	\$ 6,495,657	\$ 27,187,894
<b>E7</b>	<b>Strengthen the Coordinated Entry System</b>	\$ 41,216,000	\$ 3,134,403	\$ 6,713,645	\$ 4,541,323	\$ 5,522,424	\$ 19,911,795
<b>E8</b>	<b>Enhance the Emergency Shelter System</b>	\$ 104,975,000	\$ 13,281,995	\$ 14,444,200	\$ 23,538,053	\$ 26,160,231	\$ 77,424,479
<b>E14</b>	<b>Enhanced Services for Transition Age Youth</b>	\$ 17,459,000	\$ 2,001,140	\$ 2,544,219	\$ 3,153,019	\$ 3,817,224	\$ 11,515,602
MEASURE H ADMINISTRATION							
<b>Measure H Admin.</b>	<b>Measure H Admin.</b>	\$ 5,688,000	\$ 663,567	\$ 956,810	\$ 1,115,155	\$ 2,049,515	\$ 4,785,047
<b>Total</b>		<b>\$ 481,974,000</b>	<b>\$ 57,058,672</b>	<b>\$ 82,219,890</b>	<b>\$ 103,759,294</b>	<b>\$ 111,313,793</b>	<b>\$ 354,351,649</b>

Measure H (one-time)



STRATEGY	STRATEGY NAME	ORIGINAL 22-23 ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD EXPENDITURE
<b>HOMELESSNESS PREVENTION STRATEGIES</b>							
A5	Homeless Prevention Program for Individuals	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>HOUSING SUBSIDIZATION STRATEGIES</b>							
B3	Expand Rapid Rehousing	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>COORDINATED ENTRY SYSTEM STRATEGIES</b>							
D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	\$ 100,000	\$ -	\$ -	\$ -	\$ 5,427	\$ 5,427
<b>COORDINATED ENTRY SYSTEM STRATEGIES</b>							
E6	Countywide Outreach System	\$ 3,239,000	\$ 11,574	\$ 665	\$ 745,702	\$ 707,272	\$ 1,465,213

<b>E8</b>	<b>Enhance the Emergency Shelter System</b>	\$ 11,390,000	\$ -	\$ 2,878,915	\$ 1,883,521	\$ 3,483,710	\$ 8,246,146
<b>MEASURE H ADMINISTRATION</b>							
<b>Measure H Admin.</b>	<b>Measure H Admin.</b>	\$ 258,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>		<b>\$ 15,733,000</b>	<b>\$ 11,574</b>	<b>\$ 2,879,580</b>	<b>\$ 2,629,223</b>	<b>\$ 4,196,409</b>	<b>\$ 9,716,786</b>



**Chief  
Executive  
Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**CHIEF EXECUTIVE OFFICER**

Fesia A. Davenport

November 21, 2023

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Lindsey P. Horvath  
Supervisor Kathryn Barger

From: Fesia A. Davenport   
Chief Executive Officer  
FAD (Nov 21, 2023 14:16 PST)

**REPORT BACK ON PROCLAMATION OF A LOCAL EMERGENCY FOR  
HOMELESSNESS IN THE COUNTY OF LOS ANGELES – MEASURE H  
EXPENDITURE REPORTING (ITEM NO. 3 - AMENDED, AGENDA OF JANUARY  
10, 2023)**

On January 10, 2023, the Board of Supervisors (Board) unanimously adopted a motion declaring a local emergency for homelessness in the County of Los Angeles (Homeless Emergency). As part of the Homeless Emergency, the Board directed the Chief Executive Office (CEO) to develop a process for providing periodic reporting (at a minimum, quarterly) to the Board on the expenditure of Measure H funds, inclusive of equitable allocation to highest need populations and geographies, in order to more accurately assess the effectiveness of the use of Measure H funds in conjunction with the local emergency proclamation and the overall coordinated response to homelessness. This report is the first quarterly report for Fiscal Year (FY) 2023-24 in response to the Board's directive.

On October 3, 2023, the Board approved the revised Measure H allocations included in the County's FY 2023-24 Final Adopted Budget. Attachment I provides year-to-date first quarter Measure H expenditures based on the County's New Framework to End Homelessness pillars (Coordinate, Prevent, Connect, House, and Stabilize). The report reflects ongoing programs and one-time investments in programming, which are funded with Measure H and align with the County's response to the Homeless Emergency.



Each Supervisor  
November 21, 2023  
Page 2

Currently, the CEO-Homeless Initiative (CEO-HI) is reporting an expenditure rate of 6.13 percent of the total allocation for the first quarter of FY 2023-24, which is below the expenditure rate of 12.1 percent of the total allocation for the first quarter of FY 2022-23. There are several factors to consider when evaluating the first quarter expenditure rate for FY 2023-24. County departments, Los Angeles Homeless Services Authority (LAHSA), and the Los Angeles County Development Authority (LACDA) have reported billing delays from homeless service providers. Expenditures incurred this quarter, but not yet billed, will be reflected in later quarters once invoices are submitted and expenditures reconciled. Another factor is new initiatives such as Pathway Home where County departments and LAHSA are ramping up programming and expenditures are expected to increase each quarter. In addition, there are certain expenditures that are not scheduled to be incurred until later in the FY such as the County's match for Homekey Round 3 projects. Lastly, the CEO-HI has instructed County departments and LAHSA to prioritize and leverage non-Measure H funding sources such as time-limited or one-time funding. In particular, the State Homeless Housing, Assistance, and Prevention (HHAP) grant will be expended before Measure H funds are utilized. This approach results in lower-than-normal Measure H expenditures early in the fiscal year, but the pace of Measure H expenditures will increase once the HHAP funds are expended. CEO-HI will continue to closely monitor Measure H expenditures of departments, LAHSA and LACDA and work with them to address any administrative or programmatic issues resulting in unanticipated expenditure delays.

With regard to the equitable allocation to highest need populations and geographies, in many instances, Measure H is allocated to Service Planning Areas based on the annual Point in Time Count. In addition, CEO-HI captures data on the demographics of clients served with Measure H funding and reports this information to the Board in the Homeless Initiative Quarterly Report. The next Measure H Expenditure Report, which will include the first two quarters of FY 2023-24, will include an analysis of the allocation of Measure H resources to highest need populations and geographies.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

FAD:JMN:CT  
DJ:sh

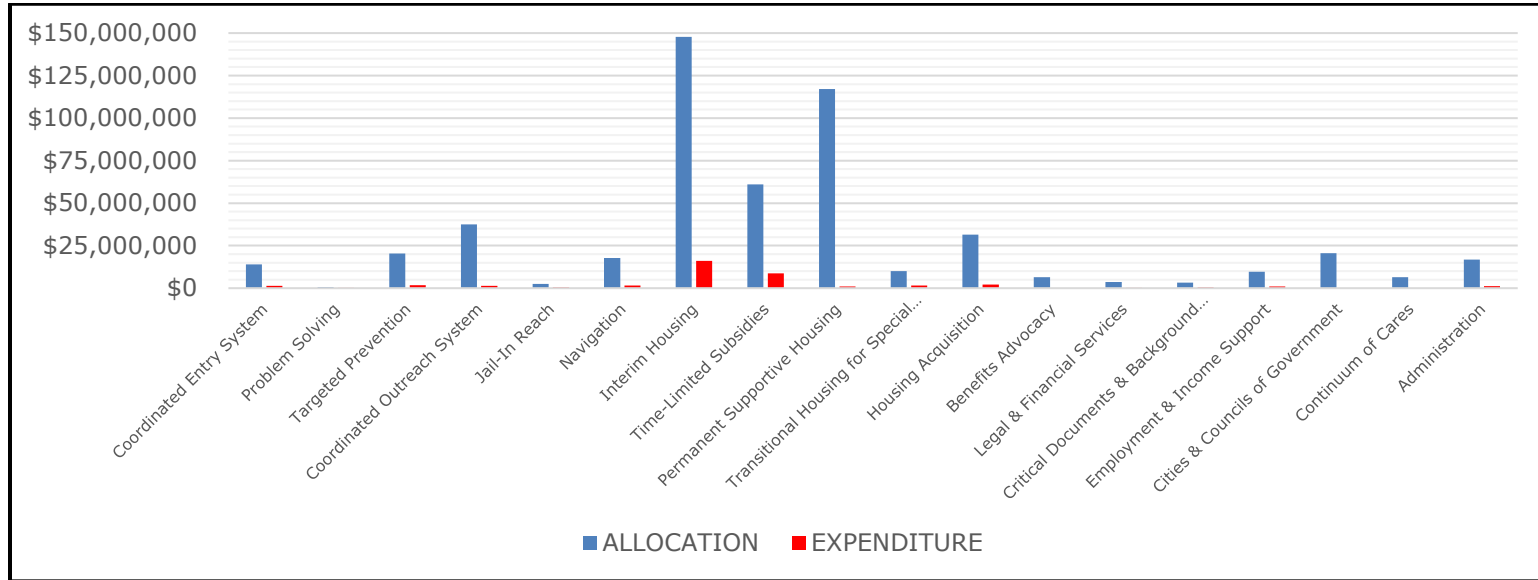
Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller



### Fiscal Year 2023-24 Measure H Expenditures Quarterly Report – Quarter 1

Measure H (on-going)

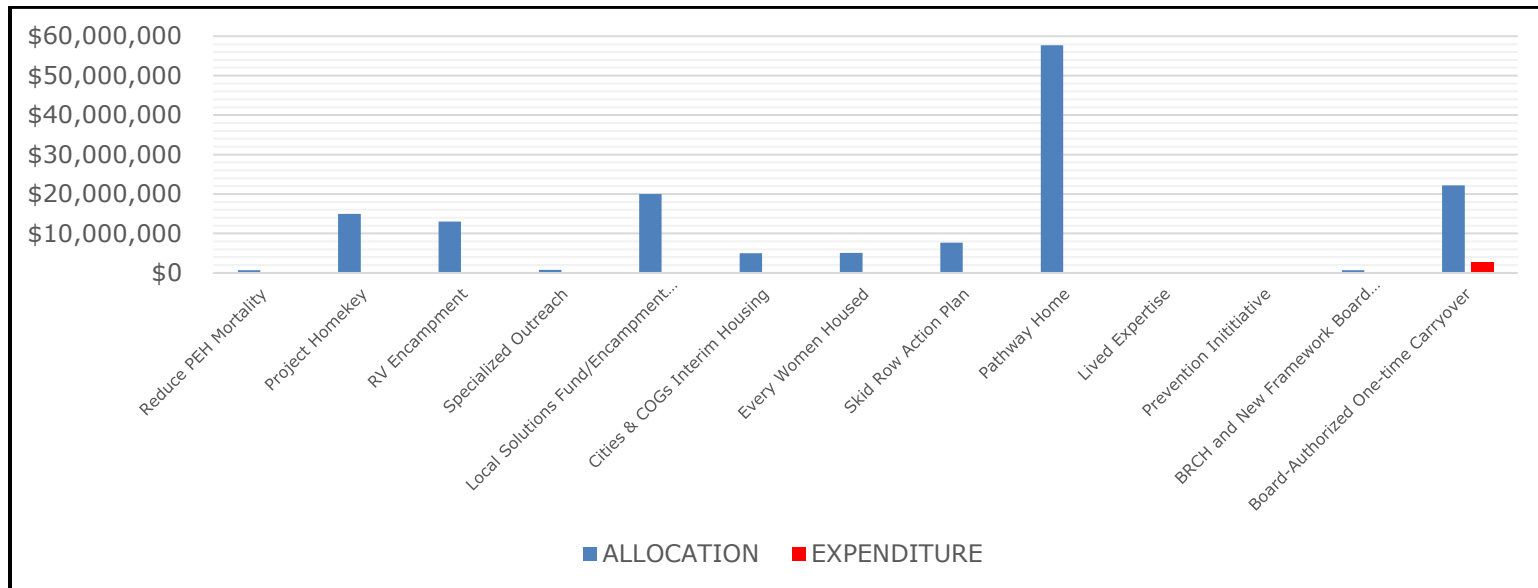


PROGRAM COMPONENT	AGENCY	23-24 H-ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD H-EXPENDITURE
<b>COORDINATE</b>							
Coordinated Entry System	LAHSA	\$ 14,083,000	\$ 1,363,257	\$ --	\$ --	\$ 1,363,257	\$ 1,289,404
<b>TOTAL</b>		<b>\$ 14,083,000</b>	<b>\$ 1,363,257</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 1,363,257</b>
<b>PREVENT</b>							
Problem Solving	LAHSA	\$ 598,000	\$ 93,232	\$ --	\$ --	\$ --	\$ 93,232
Targeted Prevention	LAHSA	\$ 19,534,000	\$ 1,727,261	\$ --	\$ --	\$ --	\$ 1,727,261
	DCFS	\$ 800,000	\$ 69,359	\$ --	\$ --	\$ --	\$ 69,359
<b>TOTAL</b>		<b>\$ 20,932,000</b>	<b>\$ 1,889,852</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 1,889,852</b>

CONNECT							
Coordinated Outreach System	LAHSA	\$ 10,437,000	\$ 561,727	\$ --	\$ --	\$ --	\$ 561,727
	DHS	\$ 26,050,000	\$ 599,979	\$ --	\$ --	\$ --	\$ 599,979
	DPH	\$ 975,000	\$ 193,452	\$ --	\$ --	\$ --	\$ 193,452
Jail-In Reach	DHS	\$ 2,086,000	\$ 260,228	\$ --	\$ --	\$ --	\$ 260,228
	LASD	\$ 521,000	\$ 128,118	\$ --	\$ --	\$ --	\$ 128,118
Navigation	LAHSA	\$ 17,744,000	\$ 1,559,667	\$ --	\$ --	\$ --	\$ 1,559,667
<b>TOTAL</b>		<b>\$ 57,813,000</b>	<b>\$ 3,303,171</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 3,303,171</b>
HOUSE							
Interim Housing	LAHSA	\$ 72,611,000	\$ 9,422,783	\$ --	\$ --	\$ --	\$ 9,422,783
	DHS	\$ 63,851,000	\$ 4,689,842	\$ --	\$ --	\$ --	\$ 4,689,842
	DMH	\$ 226,000	\$ --	\$ --	\$ --	\$ --	\$ --
	DPH	\$ 11,110,000	\$ 2,019,404	\$ --	\$ --	\$ --	\$ 2,019,404
Time-Limited Subsidies	LAHSA	\$ 57,340,000	\$ 7,275,189	\$ --	\$ --	\$ --	\$ 7,275,189
	DPSS	\$ 3,620,000	\$ 1,426,488	\$ --	\$ --	\$ --	\$ 1,426,488
Permanent Supportive Housing	DHS	\$ 98,181,000	\$ 541,281	\$ --	\$ --	\$ --	\$ 541,281
	DMH	\$ 15,838,000	\$ --	\$ --	\$ --	\$ --	\$ --
	DPH	\$ 3,053,000	\$ 445,236	\$ --	\$ --	\$ --	\$ 445,236
Transitional Housing for Special Population	LAHSA	\$ 9,979,000	\$ 1,563,371	\$ --	\$ --	\$ --	\$ 1,563,371
Housing Acquisition	LACDA	\$ 13,852,000	\$ 1,577,685	\$ --	\$ --	\$ --	\$ 1,577,685
	LAHSA	\$ 17,559,000	\$ 609,928	\$ --	\$ --	\$ --	\$ 609,928
<b>TOTAL</b>		<b>\$ 367,220,000</b>	<b>\$ 29,571,207</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 29,571,207</b>
STABILIZE							
Benefits Advocacy	DPSS	\$ 5,001,000	\$ --	\$ --	\$ --	\$ --	\$ --
	DMH	\$ 1,513,000	\$ --	\$ --	\$ --	\$ --	\$ --
Legal & Financial Services	LAHSA	\$ 3,573,000	\$ 38,975	\$ --	\$ --	\$ --	\$ 38,975
Critical Documents & Background Clearing	PD	\$ 3,265,000	\$ 477,595	\$ --	\$ --	\$ --	\$ 477,595
Employment & Income Support	DEO	\$ 7,121,000	\$ 749,847	\$ --	\$ --	\$ --	\$ 749,847
	LAHSA	\$ 2,469,000	\$ 185,892	\$ --	\$ --	\$ --	\$ 185,892
<b>TOTAL</b>		<b>\$ 22,942,000</b>	<b>\$ 1,452,309</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 1,452,309</b>

LOCAL JURISDICTION							
Cities & Councils of Government	CEO	\$ 20,500,000	\$ --	\$ --	\$ --	\$ --	\$ --
Continuum of Cares	CEO	\$ 6,440,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 26,940,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
ADMINISTRATION							
CEO	CEO	\$ 16,702,000	\$ 1,192,265	\$ --	\$ --	\$ --	\$ 1,192,265
CEO	CEO	\$ 100,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 16,802,000</b>	<b>\$ 1,192,975</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 1,192,975</b>
		<b>23-24 H-ALLOCATION</b>	<b>Q1 EXPENDITURE</b>	<b>Q2 EXPENDITURE</b>	<b>Q3 EXPENDITURE</b>	<b>Q4 EXPENDITURE</b>	<b>YTD H-EXPENDITURE</b>
		<b>\$ 526,732,000</b>	<b>\$ 38,772,061</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 38,772,061</b>

Measure H (one-time)



PROGRAM COMPONENT	AGENCY	23-24 H-ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD H-EXPENDITURE
<b>PREVENT</b>							
Reduce PEH Mortality	DHS	\$ 325,000	\$ --	\$ --	\$ --	\$ --	\$ --
	DPH	\$ 400,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 725,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>

CONNECT							
RV Encampment	Various	\$ 13,014,000	\$ --	\$ --	\$ --	\$ --	\$ --
Specialized Outreach	LAHSA	\$ 800,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 13,814,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
HOUSE							
Project Homekey Round 3	CEO	\$ 15,000,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 15,000,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
LOCAL JURISDICTION							
Local Solutions Fund/Encampment Resolution	CEO	\$ 20,000,000	\$ --	\$ --	\$ --	\$ --	\$ --
Cities & COGs Interim Housing	CEO	\$ 5,000,000	\$ --	\$ --	\$ --	\$ --	\$ --
Every Women Housed	DHS	\$ 5,058,000	\$ --	\$ --	\$ --	\$ --	\$ --
Skid Row Action Plan	DHS	\$ 7,659,000	\$ --	\$ --	\$ --	\$ --	\$ --
Pathway Home	CEO	\$ 57,734,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 95,451,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
ADMINISTRATION							
Lived Expertise	CEO	\$ 150,000	\$ --	\$ --	\$ --	\$ --	\$ --
Prevention Initiative	CEO	\$ 150,000	\$ --	\$ --	\$ --	\$ --	\$ --
BRCH and New Framework Board Motion Directives	CEO	\$ 723,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 1,023,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
VARIOUS PROGRAMS							
Board-Authorized One-Time Carryover Programs	VARIOUS	\$ 22,227,000	\$ 2,610,751	\$ --	\$ --	\$ --	\$ 2,610,751
<b>TOTAL</b>		<b>\$ 22,227,000</b>	<b>\$ 2,610,751</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 2,610,751</b>
		<b>23-24 H-ALLOCATION</b>	<b>Q1 EXPENDITURE</b>	<b>Q2 EXPENDITURE</b>	<b>Q3 EXPENDITURE</b>	<b>Q4 EXPENDITURE</b>	<b>YTD H-EXPENDITURE</b>
		\$ 148,240,000	\$ 2,610,751	\$ --	\$ --	\$ --	\$ 2,610,751



**Chief  
Executive  
Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**CHIEF EXECUTIVE OFFICER**

Fesia A. Davenport

March 6, 2024

To: Supervisor Lindsey P. Horvath, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport   
Chief Executive Officer  
FAD (Mar 6, 2024 10:46 PST)

**REPORT BACK ON PROCLAMATION OF A LOCAL EMERGENCY FOR HOMELESSNESS IN THE COUNTY OF LOS ANGELES – MEASURE H EXPENDITURE REPORTING (ITEM NO. 3 – AMENDED, AGENDA OF JANUARY 10, 2023)**

On January 8, 2019, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA) to provide quarterly expenditure reports for each of the Measure H-funded strategies administered by LAHSA (Directive No. 1). The CEO-Homeless Initiative (CEO-HI) has been providing that report to the Board on a quarterly basis.

On January 10, 2023, the Board unanimously adopted a motion declaring a local emergency for homelessness in the County of Los Angeles (Homeless Emergency). Directive No. 8 directed the CEO to develop a process for providing periodic reporting (at a minimum, quarterly) to the Board on the expenditure of Measure H funds, inclusive of equitable allocation to highest need populations and geographies, to assess the effectiveness of the use of Measure H funds in conjunction with the local emergency proclamation and the overall coordinated response to homelessness. This report is the second quarterly report for Fiscal Year (FY) 2023-24 in response to the Board's directive.

On October 3, 2023, the Board approved the revised Measure H allocations included in the County's FY 2023-24 Final Adopted Budget. The Attachment provides year-to-date second quarter Measure H expenditures based on the County's New Framework to End Homelessness pillars (Coordinate, Prevent, Connect, House, and



Stabilize). The report reflects ongoing programs and one-time investments in programming, which are funded with Measure H and align with the County's response to the Homeless Emergency.

During this quarter, the CEO-HI collaborated with various County departments and agencies to assess their needs in the one-time investments fund due to the other funding resources recently awarded and their revised program needs, and as a result, the allocation of the one-time investments is re-aligned among various programs.

Currently, the CEO-HI is reporting an expenditure rate of 25.49 percent of the total allocation through the first two quarters of FY 2023-24, which is slightly exceeding the expenditure rate of 24.37 percent of the total allocation for the first two quarters of FY 2022-23. There are several factors to consider when evaluating the second quarter expenditure rate for FY 2023-24. County departments, LAHSA, and Los Angeles County Development Agency (LACDA) continue to report some billing delays from their homeless service providers. Expenditures incurred this quarter, but not yet billed, will be reflected in later quarters once invoices are submitted and expenditures reconciled. Another factor is that new initiatives, such as Pathway Home, where County departments and LAHSA are ramping up programming and expenditures, are expected to increase each quarter. In addition, there are certain expenditures that are not scheduled to be incurred until later in the FY such as the County's match for Homekey Round 3 projects.

Lastly, the CEO-HI has instructed County Departments and LAHSA to prioritize and leverage non-Measure H funding sources such as time-limited or one-time funding. In particular, the State Homeless Housing, Assistance and Prevention (HHAP) grant will be expended before Measure H funds are utilized. This approach results in lower-than-normal Measure H expenditure early in the fiscal year, but the pace of Measure H expenditures will increase once the HHAP funds are expended. CEO-HI will continue to closely monitor Measure H expenditures by departments, LAHSA, and LACDA and work with them to address any administrative or programmatic issues resulting in unanticipated expenditure delays.

With regard to the equitable allocation to highest need populations and geographies, in many instances, Measure H is allocated to Service Planning Areas based on the annual Point in Time Count. In addition, CEO-HI captures data on the demographics of clients served with Measure H funding and reports this information to the Board in the Homeless Initiative Quarterly Report. In partnership with the Anti-Racism, Diversity, and Inclusion Initiative, CEO-HI is undertaking a landscape analysis of homeless programs and initiatives to ensure alignment with key equity principals and developing public facing dashboards with racially disaggregated data

Each Supervisor  
March 6, 2024  
Page 3

and other community-centered tools to enhance transparency and accountability. Future quarterly reports will provide updates on this work.

Given the information in this report serves as a direct response to Directive No. 1 in the Board's January 8, 2019, motion, this memorandum will be the final correspondence related to this directive. In the future, the information will be incorporated in the quarterly reports required in Directive No. 8 of the Board's January 10, 2023, motion.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of the Homeless Initiative and Affordable Housing, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

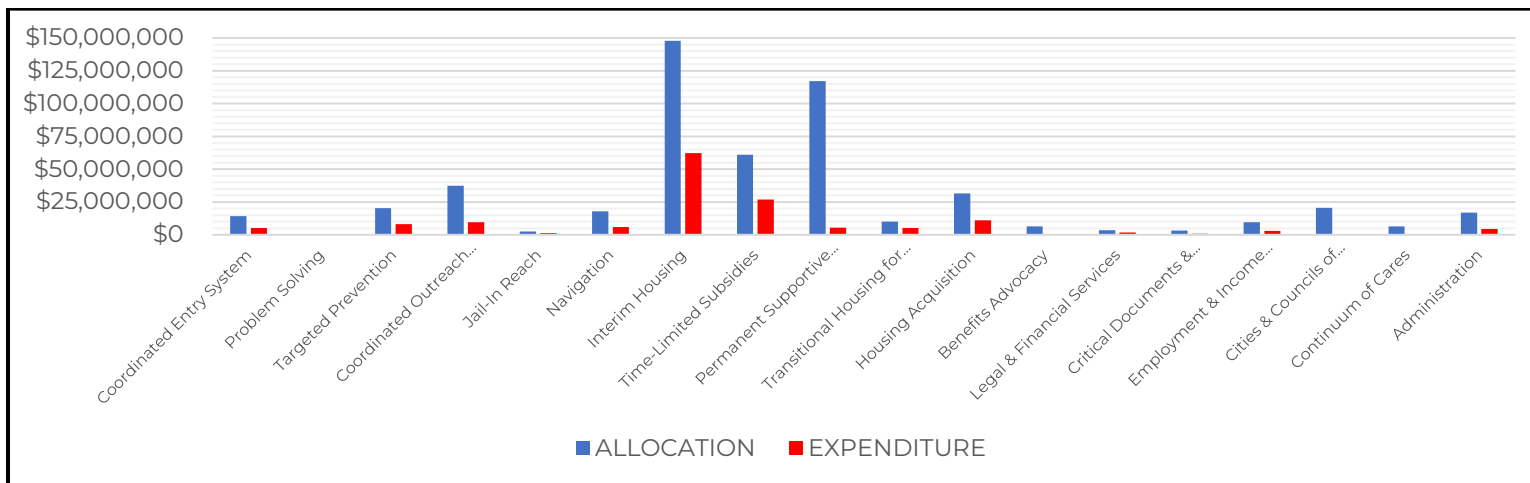
FAD:JMN:CT  
DJ:DC:sh

#### Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller

## Measure H Expenditure Report Fiscal Year 2023-24 - Quarter Two

**Measure H (on-going)**



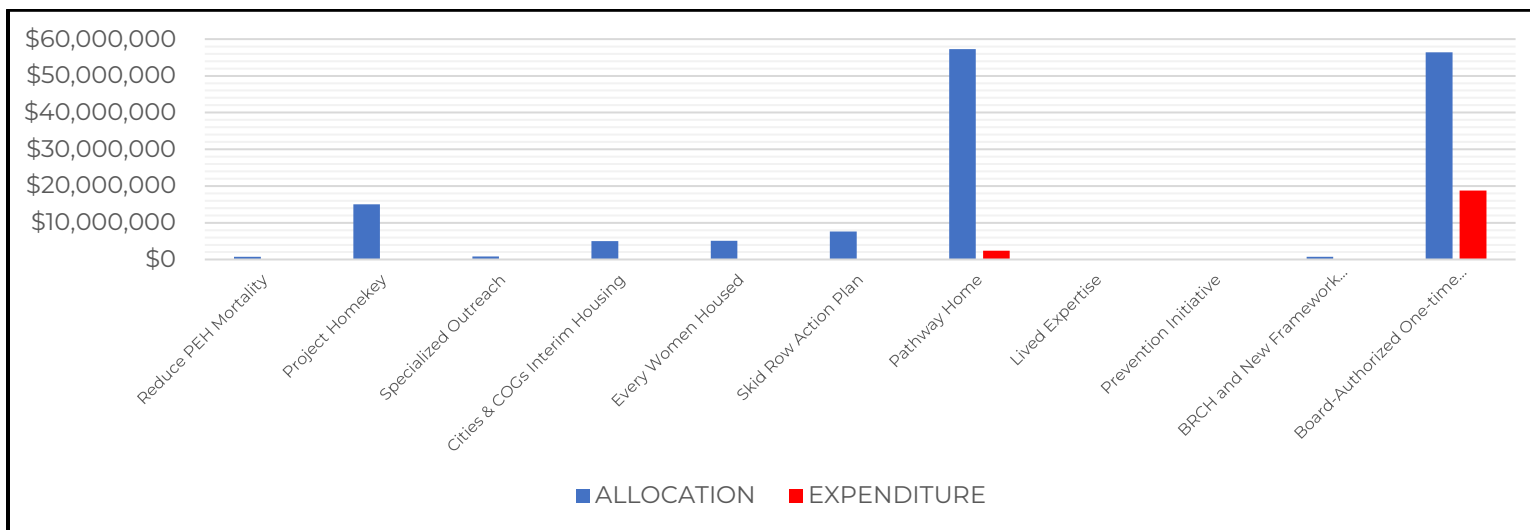
PROGRAM COMPONENT	AGENCY	23-24 H-ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD H-EXPENDITURE
<b>COORDINATE</b>							
Coordinated Entry System	LAHSA	\$ 14,083,000	\$ 2,034,115	\$ 3,106,421	\$ --	\$ --	\$ 5,140,536
<b>TOTAL</b>		<b>\$ 14,083,000</b>	<b>\$ 2,034,115</b>	<b>\$ 3,106,421</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 5,140,536</b>
<b>PREVENT</b>							
Problem Solving	LAHSA	\$ 598,000	\$ 103,633	\$ 92,669	\$ --	\$ --	\$ 196,302
Targeted Prevention	LAHSA	\$ 19,534,000	\$ 2,345,011	\$ 5,484,530	\$ --	\$ --	\$ 7,829,541
	DCFS	\$ 800,000	\$ 69,359	\$ 222,496	\$ --	\$ --	\$ 291,855
<b>TOTAL</b>		<b>\$ 20,932,000</b>	<b>\$ 2,518,003</b>	<b>\$ 5,799,695</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 8,317,698</b>



CONNECT							
Coordinated Outreach System	LAHSA	\$ 10,437,000	\$ 1,127,233	\$ 933,257	\$ --	\$ --	\$ 2,060,490
	DHS	\$ 26,050,000	\$ 4,394,318	\$ 2,642,588	\$ --	\$ --	\$ 7,036,906
	DPH	\$ 975,000	\$ 193,451	\$ 203,942	\$ --	\$ --	\$ 397,393
Jail-In Reach	DHS	\$ 2,086,000	\$ 433,418	\$ 459,485	\$ --	\$ --	\$ 892,903
	LASD	\$ 521,000	\$ 130,051	\$ 134,510	\$ --	\$ --	\$ 264,561
Navigation	LAHSA	\$ 17,744,000	\$ 1,907,171	\$ 3,936,686	\$ --	\$ --	\$ 5,843,857
<b>TOTAL</b>		<b>\$ 57,813,000</b>	<b>\$ 8,185,642</b>	<b>\$ 8,310,468</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 16,496,110</b>
HOUSE							
Interim Housing	LAHSA	\$ 72,611,000	\$ 12,310,579	\$ 23,899,077	\$ --	\$ --	\$ 36,209,656
	DHS	\$ 63,851,000	\$ 8,946,103	\$ 9,858,662	\$ --	\$ --	\$ 18,804,765
	DMH	\$ 226,000	\$ 44,600	\$ 36,716	\$ --	\$ --	\$ 81,316
	DPH	\$ 11,110,000	\$ 3,304,583	\$ 3,779,537	\$ --	\$ --	\$ 7,084,120
Time-Limited Subsidies	LAHSA	\$ 57,340,000	\$ 9,182,175	\$ 14,697,432	\$ --	\$ --	\$ 23,879,607
	DPSS	\$ 3,620,000	\$ 1,426,488	\$ 1,532,995	\$ --	\$ --	\$ 2,959,483
Permanent Supportive Housing	DHS	\$ 98,181,000	\$ 1,625,448	\$ 558,749	\$ --	\$ --	\$ 2,184,197
	DMH	\$ 15,838,000	\$ 1,039,609	\$ 1,280,165	\$ --	\$ --	\$ 2,319,774
	DPH	\$ 3,053,000	\$ 450,071	\$ 454,393	\$ --	\$ --	\$ 904,464
Transitional Housing for Special Population	LAHSA	\$ 9,979,000	\$ 2,279,789	\$ 2,806,244	\$ --	\$ --	\$ 5,086,033
Housing Acquisition	LACDA	\$ 13,852,000	\$ 1,534,457	\$ 2,527,752	\$ --	\$ --	\$ 4,062,209
	LAHSA	\$ 17,559,000	\$ 2,309,125	\$ 4,723,096	\$ --	\$ --	\$ 7,032,221
<b>TOTAL</b>		<b>\$ 367,220,000</b>	<b>\$ 44,453,027</b>	<b>\$ 66,154,818</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 110,607,845</b>
STABILIZE							
Benefits Advocacy	DPSS	\$ 5,001,000	\$ --	\$ --	\$ --	\$ --	\$ --
	DMH	\$ 1,513,000	\$ 149,226	\$ 203,583	\$ --	\$ --	\$ 352,809
Legal & Financial Services	LAHSA	\$ 3,573,000	\$ 131,938	\$ 1,528,714	\$ --	\$ --	\$ 1,660,652
Critical Documents & Background Clearing	PD	\$ 3,265,000	\$ 477,595	\$ 415,347	\$ --	\$ --	\$ 892,942
Employment & Income Support	DEO	\$ 7,121,000	\$ 749,847	\$ 1,606,567	\$ --	\$ --	\$ 2,356,414
	LAHSA	\$ 2,469,000	\$ 201,600	\$ 342,821	\$ --	\$ --	\$ 544,421
<b>TOTAL</b>		<b>\$ 22,942,000</b>	<b>\$ 1,710,206</b>	<b>\$ 4,097,032</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 5,807,238</b>

LOCAL JURISDICTION							
Cities & Councils of Government	CEO	\$ 20,500,000	\$ --	\$ 218,428	\$ --	\$ --	\$ 218,428
Continuum of Cares	CEO	\$ 6,440,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 26,940,000</b>	<b>\$ --</b>	<b>\$ 218,428</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 218,428</b>
ADMINISTRATION							
CEO	CEO	\$ 16,702,000	\$ 1,837,307	\$ 2,465,516	\$ --	\$ --	\$ 4,302,823
CEO	CEO	\$ 100,000	\$ --	\$ 76,952	\$ --	\$ --	\$ 76,952
<b>TOTAL</b>		<b>\$ 16,802,000</b>	<b>\$ 1,837,307</b>	<b>\$ 2,542,468</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 4,379,775</b>
		23-24 H-ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD H-EXPENDITURE
		<b>\$ 526,732,000</b>	<b>\$ 60,738,300</b>	<b>\$ 90,229,330</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 150,967,630</b>

**Measure H (one-time)**



PROGRAM COMPONENT	AGENCY	23-24 H-ALLOCATION	Q1 EXPENDITURE	Q2 EXPENDITURE	Q3 EXPENDITURE	Q4 EXPENDITURE	YTD H-EXPENDITURE
<b>PREVENT</b>							
Reduce PEH Mortality	DHS	\$ 325,000	\$ --	\$ --	\$ --	\$ --	\$ --
	DPH	\$ 400,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 725,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
<b>CONNECT</b>							
Specialized Outreach	LAHSA	\$ 800,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 800,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
<b>HOUSE</b>							
Project Homekey Round 3	CEO	\$ 15,000,000	\$ --	\$ --	\$ --	\$ --	\$ --
<b>TOTAL</b>		<b>\$ 15,000,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
<b>LOCAL JURISDICTION</b>							
Cities & COGs Interim Housing	CEO	\$ 5,000,000	\$ --	\$ --	\$ --	\$ --	\$ --
Every Women Housed	DHS	\$ 5,058,000	\$ --	\$ --	\$ --	\$ --	\$ --
Skid Row Action Plan	DHS	\$ 7,659,000	\$ --	\$ --	\$ --	\$ --	\$ --
Pathway Home	CEO	\$ 57,237,000	\$ 200,494	\$ 2,170,144	\$ --	\$ --	\$ 2,370,638
<b>TOTAL</b>		<b>\$ 74,954,000</b>	<b>\$ 200,494</b>	<b>\$ 2,170,144</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 2,370,638</b>
<b>ADMINISTRATION</b>							
Lived Expertise	CEO	\$ 150,000	\$ --	\$ --	\$ --	\$ --	\$ --
Prevention Initiative	CEO	\$ 150,000	\$ --	\$ --	\$ --	\$ --	\$ --
BRCH and New Framework Board Motion Directives	CEO	\$ 723,000	\$ --	\$ 50,375	\$ --	\$ --	\$ 50,375
<b>TOTAL</b>		<b>\$ 1,023,000</b>	<b>\$ --</b>	<b>\$ 50,375</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 50,375</b>
<b>VARIOUS PROGRAMS</b>							
Board-Authorized One-Time Carryover Programs	VARIOUS	\$ 56,388,000	\$ 16,612,466	\$ 2,181,898	\$ --	\$ --	\$ 18,794,364
<b>TOTAL</b>		<b>\$ 56,388,000</b>	<b>\$ 16,612,466</b>	<b>\$ 2,181,898</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 18,794,364</b>
		<b>23-24 H-ALLOCATION</b>	<b>Q1 EXPENDITURE</b>	<b>Q2 EXPENDITURE</b>	<b>Q3 EXPENDITURE</b>	<b>Q4 EXPENDITURE</b>	<b>YTD H-EXPENDITURE</b>
		\$ 148,890,000	\$ 16,812,960	\$ 4,402,417	\$ --	\$ --	\$ 21,215,377



**Chief  
Executive  
Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**CHIEF EXECUTIVE OFFICER**

Fesia A. Davenport

**HOMELESS EMERGENCY**

April 4, 2024

To: Supervisor Lindsey P. Horvath, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport   
Chief Executive Officer  
FAD (Apr 3, 2024 12:19 PDT)

**REPORT BACK ON COUNTY PROCLAMATION OF LOCAL EMERGENCY FOR HOMELESSNESS IN THE COUNTY OF LOS ANGELES (ITEM NO. 3, AGENDA OF JANUARY 10, 2023)**

On January 10, 2023, the Board of Supervisors (Board) unanimously adopted a motion declaring a local emergency for homelessness in the County of Los Angeles (County). The motion directed the Chief Executive Office (CEO) report back at twelve months regarding whether the local emergency proclamation should be terminated, extended, or modified supported by data demonstrating the effectiveness of County efforts.

This serves as the twelve-month report back to the Board on the County's declaration of local emergency for homelessness (Homeless Emergency).

**Los Angeles County Homeless Emergency Response – One Year Report**

On February 13, 2024, the Chief Executive Office – Homeless Initiative (CEO-HI) provided a presentation to the Board on the Los Angeles County Emergency Response One Year Report. The presentation and data summary with additional details can be found in Appendix I and Appendix II with figures that have been updated to include the most recent data available.



In the one year since the Board declared a state of emergency on homelessness, more than 41,000 people came indoors to interim housing. At the same time, outreach and treatment dramatically increased for those living on the streets with physical and behavioral health challenges countywide. During the same time period, nearly 28,000 people moved into permanent housing, ending their homelessness – and over 11,000 people were prevented from becoming homeless in the first place.

The emergency declaration has enabled the County to accelerate service delivery, cut red tape, and jumpstart process changes that are scaling and fast-tracking the ongoing work to prevent and end homelessness. This includes strengthening partnerships with and supporting local jurisdictions and unincorporated areas; hiring additional frontline staff such as outreach workers, housing navigators, mental health clinicians, and substance use counselors; and investing in innovative strategies to increase our housing stock, such as unit acquisition and Homekey. The emergency declaration also enabled the County to launch Pathway Home, our encampment resolution program, which delivers a full-circle solution that brings people off the streets into immediately available interim housing accompanied by a comprehensive suite of supportive services and, ultimately, into safe, permanent homes in 87 of the County's 88 cities and in unincorporated areas. The County is also an integral partner during the planning and response phases of every Inside Safe operation, the City of Los Angeles (City) encampment resolution program. This partnership includes County representation during many of the City's planning and operational meetings and aligning County-operated and contracted resources to support the City, including outreach teams, interim and permanent housing services, and County department services. The County remains in partnership with the City and their Inside Safe participants beyond the resolutions to support flow through the system to permanent housing and connections to mainstream and supportive services.

Additionally, the emergency declaration presented an opportunity for the CEO-HI to accelerate operationalizing its New Framework, which was approved by the Board in April 2022, and lean in quickly to its evolving role of driving a clearly defined vision and collective response that is coordinated, systemic, and strategic. CEO-HI, in partnership with ARDI, is enhancing its efforts to rigorously monitor and report on the equitable impact of these activities and leverage its authority and the flexibility established through the New Framework and emergency declaration. The goal of these efforts is to implement an overarching equity framework that is integrated into CEO-HI-funded departments', agencies', and service providers' overall approach and day-to-day practice to ensure the County's commitment to equity is actualized.

Each Supervisor  
April 4, 2024  
Page 3

In addition to the progress outlined above, through implementing the emergency declaration over the first year, CEO-HI built and refined an infrastructure, processes, and procedures to implement and maximize leveraging of Board-approved delegated authorities across the County. In several areas, such as hiring, we are seeing the results of these efforts amplified over the final quarter of year one. For example, the number of hires made using these authorities is steadily increasing, as demonstrated by the approximately 200 hires made in the last two months of 2023 alone, totaling more than three new staff each day, and the number of overall requests to leverage the emergency authorities across contracting, purchasing, grants, and hiring increased by 25 percent in January 2023.

Given the accelerated use of the delegated authorities and the meaningful outcomes achieved over the last year, CEO recommends extending the local emergency proclamation.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Executive Director of Homeless Initiative and Affordable Housing, at (213) 974-1752 or [ctodoroff@ceo.lacounty.gov](mailto:ctodoroff@ceo.lacounty.gov).

FAD:JMN:CT  
AI:RS:ns

#### Attachments

c: Executive Office, Board of Supervisors  
County Counsel

February 13, 2023

# Homeless Initiative

Los Angeles County Emergency Response: One Year Report

---

Los Angeles County Board of Supervisors



Chief  
Executive  
Office.



County of Los Angeles  
Homeless  
Initiative

# EVOLVING ROLE

## *Los Angeles County Homeless Initiative*

- **Lead the overall coordination** of the emergency response and coordinate efforts with cities, unincorporated areas, and other stakeholders
- Driving a clearly-defined **vision and collective response**
- Catalyze and **braid County resources and programs** with HI administered funding aiding system optimization
- **Coordinate, align, and steer** County departments and other partners to address homelessness and support the Emergency Proclamation
- Operationalize new framework to **promote system flow** toward permanent housing
- Strengthen partnerships with and **support for local jurisdictions and unincorporated areas**
- Oversee the use of the Delegated Authorities and Expedited Processes to **maximize impact of the State of Emergency**



# EMBEDDING EQUITY

## *Key Action Items for Current and Next Fiscal Year*

- Drive the **governance/implementation framework** leveraging ARDI equity tools to ensure equitable implementation of PEH Missions and Delegated Authority, such as hiring and selection of Pathway Home sites
- Identify **strategic uses of restricted funding and reporting** on resources inclusive of equitable allocation to highest need populations and geographies utilizing ARDI tools
- Conduct **landscape analysis of homeless programs and initiatives** to ensure alignment with key equity principles
- Oversee **high-level analysis of systemwide performance outcomes**; highlight key areas for improvement and identify where services for groups disproportionately impacted by homelessness needs to be strengthened
- **Implement recommendations** from the Ad Hoc Committee on Black People Experiencing Homelessness, the American Indian Alaskan Native Workgroup, and the forthcoming Latinos Experiencing Homelessness recommendations
- Provide **public-facing dashboards with racially disaggregated data** and other community-centered tools to enhance transparency and accountability
- **Provide funding to support the implementation** of the strategies designed in partnership with ARDI

# SYSTEMWIDE IMPACT

## *Delegated Authorities*

- ✓ County Departments have **reduced hiring speeds by almost 77%** to an average of **62 days**

DMH has reduced its hiring time from 303.5 to 52.7 days

- ✓ Approximately **200 hires** were made in the last two months of 2023 alone, **more than three new staff each day**
- ✓ Delegated Authority requests (including contracting, purchasing, grants, and hiring) **increased by 25%** in just the last month
- ✓ **61** contract requests approved with an estimated valuation of **\$232 Million**

# SYSTEMWIDE IMPACT

## *New Grant Awards*

<u>Grant Award</u>	<u>Recipient</u>	<u>Award Amount*</u>
Housing and Homelessness Incentive Program	CEO-HI	<b>\$114 Million</b>
Homekey 3 Awards	CEO-HI	<b>\$171.8 Million</b>
MHSA Innovation Grant	Dept. of Mental Health	<b>\$156 Million</b>
<b>Approved Using Delegated Authority</b>		
Encampment Resolution Funding – Skid Row Action Plan	Dept. of Health Services	<b>\$59 Million</b>
CARE Court	Public Defender	<b>\$10.2 Million</b>
Housing and Homelessness Incentive Program	Dept. of Public Health	<b>\$3.4 Million (2 Awards)</b>
Office of Juvenile Justice and Delinquency Prevention	Public Defender	<b>\$650,000</b>
California Health Care Foundation	Dept. of Health Services	<b>\$251,000</b>
Department of Housing and Community Development	Dept. of Health Services	<b>\$500,000</b>
Department of Labor	JCOD	<b>\$2 Million</b>
Board of State and Community Corrections	Public Defender and Alternate Public Defender	<b>\$6 Million</b>

\*Multi-year one-time grant awards

# SYSTEMWIDE IMPACT

## *Interim Housing (Calendar Year 2023)*

**41,860** new placements in interim housing  
**15%** increase from 2022 (32,486)\*

**7,549** total clients were served in DHS interim housing  
**28%** increase from 2022 (5,913)

**2,275** total clients were served in DMH interim housing  
**57%** increase from 2022 (1,452)

**3,775** total clients were served in DPH Recovery Bridge Housing  
**10%** increase from 2022 (3,423)

**35,325** total clients were served in LAHSA interim housing  
**19%** increase from 2022 (29,555)

*\*These numbers were updated on March 20, 2024 to reflect reconciled placement data.*

# SYSTEMWIDE IMPACT

## Permanent Housing (Calendar Year 2023)

**27,951** new placements in permanent housing  
**18%** increase from 2022 (20,052)\*

**19,755** total clients were served in DHS permanent housing  
**14%** increase from 2022 (17,324)

**7,127** total clients were served in DMH permanent housing  
**11%** increase from 2022 (6,397)

**31,932** total clients were served in LAHSA permanent housing  
**(6%)** decrease from 2022 (33,998)

*\*These numbers were updated on March 20, 2024 to reflect reconciled placement data.*

# SYSTEMWIDE IMPACT

## LACDA Vouchers & Public Housing (Calendar Year 2023)

- ✓ **6,228 individuals (2,868 households)** experiencing or at risk of homelessness were housed in LACDA Public Housing including 105 new admissions
- ✓ **3,449 formerly homeless individuals** were permanently housed with LACDA tenant and project-based rental vouchers\*, a 32% increase over the previous year (2,615)
- ✓ Unit Acquisition
  - DHS Housing for Health Flexible Housing Subsidy Pool: **822** units
  - LAHSA RPSS: **719** units contracted (559 leased)
  - LAHSA Master Leasing Program: **106** active units, **365** in the pipeline

\*Not including Emergency Housing Vouchers

# SYSTEMWIDE IMPACT

## *Affordable Housing Development*

- ✓ In 2023, LACDA funded **2,013** new units of **affordable and permanent supportive housing** – a **67%** increase over new housing developed in 2022 (1,203 units)
  - Of those, **1,387** units were permanent supportive housing, a **50%** increase over permanent supportive housing developed in 2022 (924 units)
  - As of the end of 2023, LACDA had an additional **4,587 units** of affordable and permanent supportive housing in construction to be completed in the coming months and years
- ✓ In 2023, LA County was awarded almost **\$172M** in **Project Homekey** awards
  - **7** properties acquired for conversion into interim and permanent housing, totaling more than **562** units

# SYSTEMWIDE IMPACT

## *Encampment Resolution: Pathway Home*

*Launched August 2023*



Total Encampment Resolutions

10



Recreational Vehicles (RVs) Removed

206



Individuals Moved into Interim Housing

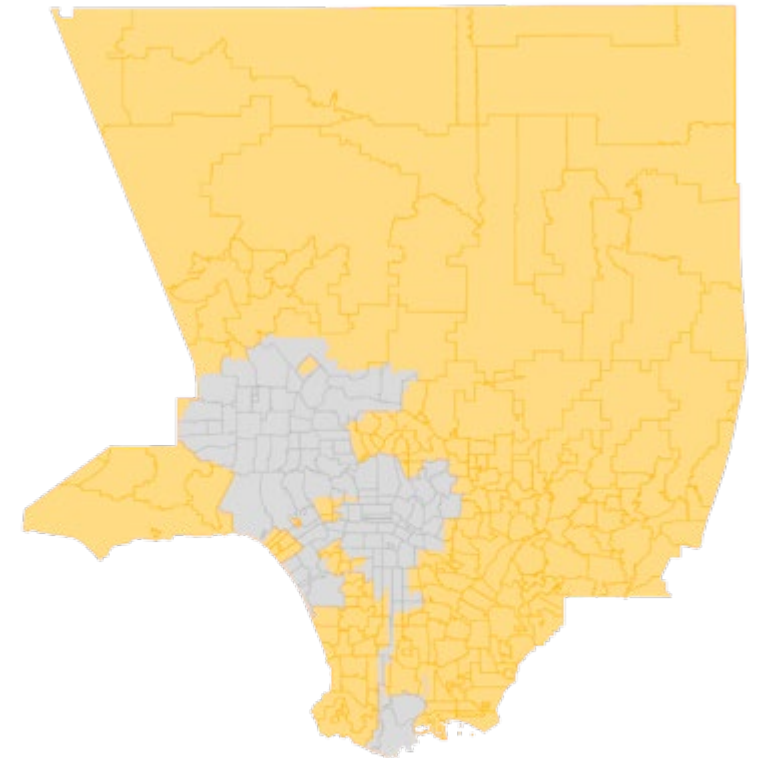
443



Individuals Permanently Housed

56

**87 Cities and Unincorporated Areas**



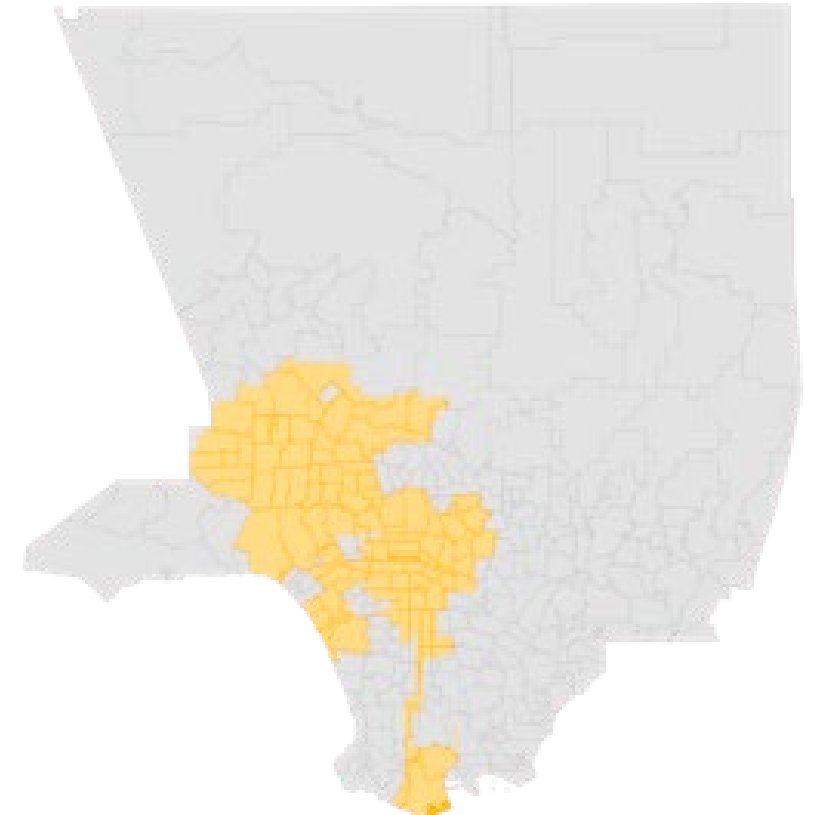


# SYSTEMWIDE IMPACT

## *Encampment Resolution: Supporting Inside Safe*

- **38 encampment resolution operations** were completed to date, bringing more than **1,800 individuals** safely inside
- The County is an **integral partner during the planning and response phases** of every Inside Safe operation, and we remain in partnership with the City and their Inside Safe participants throughout their housing stabilization process
- Approximately **75%** of Inside Safe clients **received County services**
- Approximately **400** Inside Safe clients were served through **8** Pathway Home Service Connection Events

City of Los Angeles



# SYSTEMWIDE IMPACT

## *Health, Mental Health and Substance Use Disorder*

- Increase from **26** to **42** DHS Multidisciplinary Teams (MDT), a **62%** increase
- Increase from **9** to **18** DMH Homeless Outreach and Mobile Engagement (HOME) teams, including two new specialty teams, a **100%** increase
- Launched DMH/DHS/DPH Interim Housing Outreach Program (iHOP) teams
- Launched DHS Caregiving Services in Interim Housing (partnership with LA Care and HealthNet)
- **921** new DMH Mental Health and DPH Substance Use Disorder Beds
- **133** new DHS Enriched Residential Care Beds
- Launched DHS Occupational Therapy program in Interim Housing, Permanent Housing, and Enriched Residential Care

# SYSTEMWIDE IMPACT

## *Prevention: Timeline and Vision*

Efforts to date include but are not limited to:

1. Administered by DBCA, **Stay Housed Los Angeles** is a comprehensive eviction defense program. As of December 2023, SHLA provided:

- Legal services to nearly **22,000 households**
  - In July 2023, the Board passed a motion to codify Right to Counsel. Proposed ordinance to be submitted to Board of Supervisors in May 2024.
- Tenant navigation services to over **9,800 households**
- “Know Your Rights” workshops to over **14,400 households**
- Rental assistance to **250 households**
- Public awareness about the program to over **1 Million people**

2. Additional programs led by DCFS, DPSS, DMH, and LAHSA prevented approximately **11,290\* people from becoming homeless** in 2023.

*\*These numbers were updated on March 20, 2024 to reflect reconciled placement data.*

# SYSTEMWIDE IMPACT

## *Prevention: Timeline & Vision*

Moving forward, **HI aims to strengthen and align mainstream programs and homeless prevention programs** to increase housing stability and reduce the inflow into homelessness.

- **Community Listening Sessions** to gain community and multi-jurisdictional stakeholders' insight on preventing homelessness with an equity lens
- **Resource Mapping** to assess all countywide prevention funding and programs to align resources and maximize impact
- **Guide County residents** to mainstream services/benefits and prevention resources for which they are eligible
- **Deepen investments in predictive analytics** which use County data to identify households at high risk of losing their housing
- **Develop recommendations** on the investments needed to bring prevention to scale

# NEW FRAMEWORK

## *Full Implementation*

The FY 2024-25 funding recommendations reflect an innovative, intentional design to promote flow within the overarching homeless response system.

Investing in a succession of programs and infrastructure to **prevent** people from falling into homelessness while moving people off the streets, into **safe interim housing**, and into **permanent housing** as soon as it becomes available accompanied with support to ensure **long-term housing stability**.

# FLOW AND PERMANENT HOUSING

## Pathway Home



### Pathway Home

Encampment Resolution  
Interim Housing/Service  
Connection Events



### Unit Acquisition

RPSS  
Master Leasing  
FHSP Unit Acquisition



### Housing Subsidies

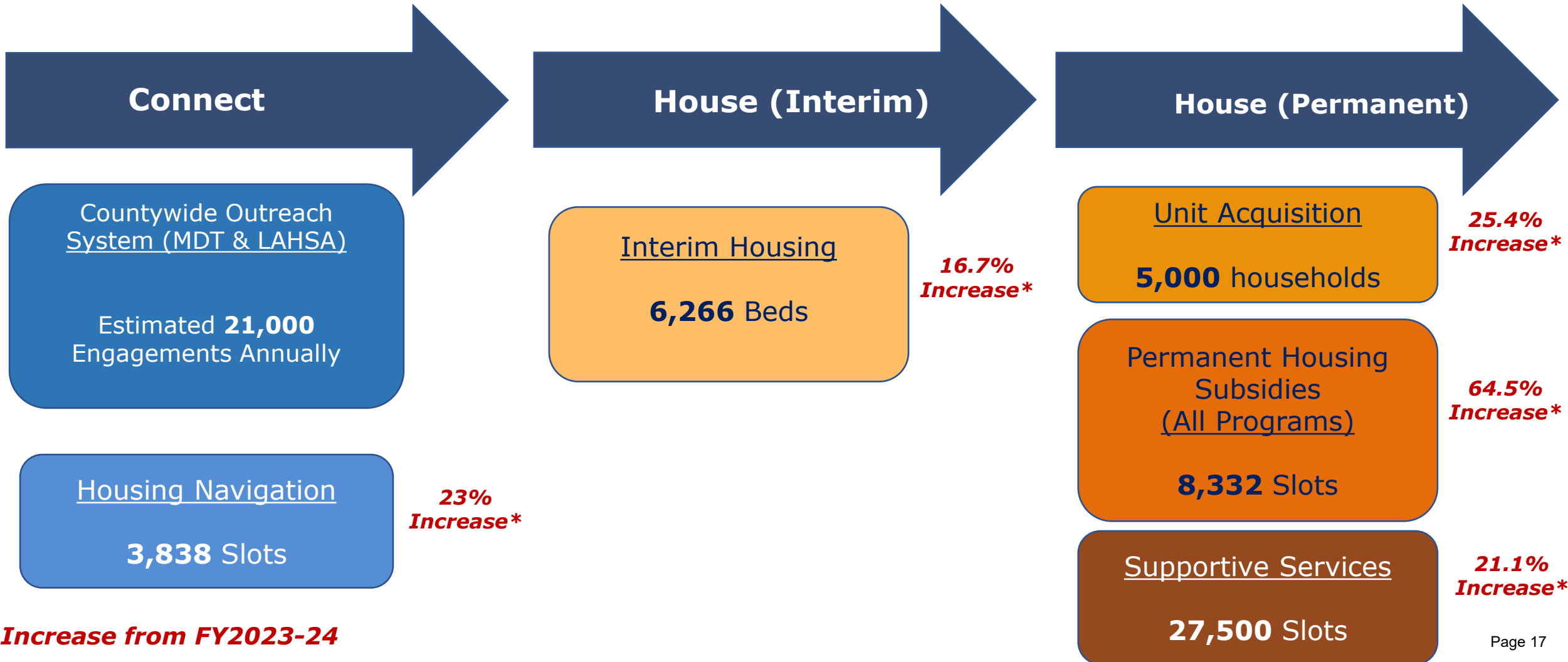
FHSP  
Time Limited Subsidies



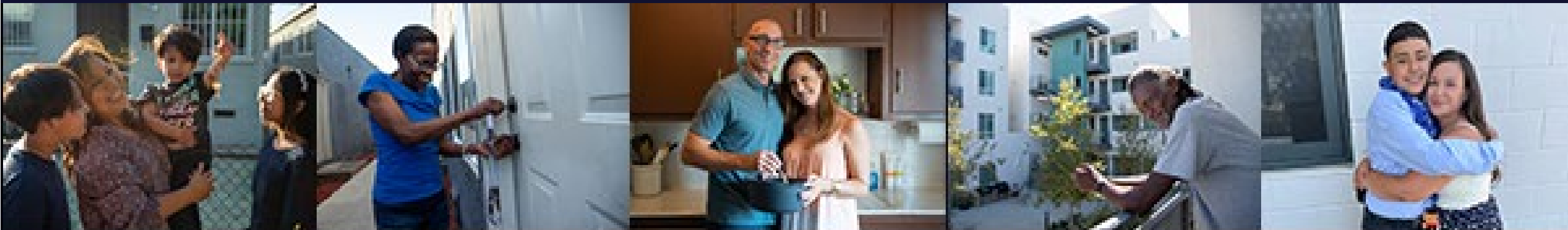
In 2024, **38 Pathway Home encampment resolution operations** are projected to serve **1,800 people** and remove at least **300 unsafe RV encampments** from roadways.

# FLOW AND PERMANENT HOUSING

## FY 2024-25 Funding Recommendations



# Thank you.



County of Los Angeles

**Homeless  
Initiative**





County of Los Angeles

**Homeless  
Initiative**

 REAL HELP,  
LASTING CHANGE

## By the Numbers

# LA County Homeless Emergency Response

## Encampment Resolutions

### Pathway Home

- 10 Pathway Home encampment resolutions conducted since launching in August 2023.
- 443 individuals moved into Pathway Home interim housing.
- 56 Pathway Home participants moved into permanent housing.
- 206 unsafe recreational vehicles removed from communities.

### Inside Safe

- 38 Inside Safe operations supported in the City of Los Angeles—bringing more than 1,800 people inside.

## Delegated Authority & Hiring

- 77% reduction in hiring time to an average of 62 days.
- DMH hiring reduced hiring time from 303.5 days to 52.7 days.
- Approximately 200 hires made in the last two months of 2023 alone—more than three new staff each day.
- 61 contracts worth \$232 million approved.

## Health, Mental Health and Substance Use Disorder

- 61.5% increase in DHS Multidisciplinary Teams.
- 10% increase in DMH Homeless Outreach and Mobile Engagement Teams.
- 921 new DMH Mental Health and DPH Substance Use Disorder Beds.
- 133 new DHS Enriched Residential Care Beds.

## Prevention

- 11,290 people prevented from becoming homeless in 2023.\*
- Stay Housed LA:
  - 22,000 households provided legal services.
  - 9,800 households received tenant navigation services.
  - 14,400 households attended “Know Your Rights” workshops.
  - 250 households received rental assistance.

## Interim Housing

- 41,860 individuals newly placed in interim housing—a 29% increase from 2022.\*

*The clients served captured below are not the summation of the deduplicated new placement number above. They reflect all clients served in calendar year 2023, including those who were already in interim housing on 1/1/2023.*

- 7,549 clients served in DHS interim housing—a 28% increase from 2022.
- 2,2375 clients served in DMH interim housing—a 57% increase from 2022.
- 3,775 clients served in DPH Recovery Bridge Housing—a 10% increase from 2022.
- 35,325 clients served in LAHSA interim housing—a 19% increase from 2022.

## Permanent Housing

- 27,951 individuals newly placed in permanent housing—an 39% increase from 2022.\*

*The clients served captured below are not the summation of the deduplicated new placement number above. They reflect all clients served in calendar year 2023, including those who were already in permanent housing on 1/1/2023.*

- 19,755 clients served in DHS permanent housing—a 14% increase from 2022.
- 7,127 clients served in DMH permanent housing—an 11% increase from 2022.
- 31,932 clients served in LAHSA permanent housing—a 6% increase from 2022.

## LACDA Vouchers & Public Housing

- 6,228 individuals (2,868 households) experiencing or at-risk of homelessness housed in LACDA public housing with 105 new admissions.
- 3,449 formerly homeless individuals permanent housed with LACDA tenant-based rental vouchers—a 32% increase from 2022.

## Unit Acquisition

- 822 DHS Housing for Health Flexible Housing Subsidy units

- 719 LAHSA Residential Property Support Services units contracted and 559 leased.
- 106 active units and 365 LAHSA Master Leasing units in the pipeline.

## **Affordable Housing Development**

- 2,013 new affordable and permanent supportive housing units funded by LACDA—a 67% increase from 2022.
- 4,587 units of affordable and permanent supportive housing currently under construction.
- 7 new Homekey properties acquired, totaling 31 properties and 2,100 housing units countywide.

*\*These numbers were updated on March 20, 2024 to reflect reconciled placement data.*