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COUNTY OF LOS ANGELES

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Chief Executive Officer
Fesia A. Davenport

"To Enrich Lives Through Effective and Caring Service"

February 06, 2024

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

27 February 6, 2024

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012


JEFF LEVINSON
INTERIM EXECUTIVE OFFICER

Dear Supervisors:

**FISCAL YEAR 2024-25 HOMELESS INITIATIVE FUNDING RECOMMENDATIONS
(ALL DISTRICTS) (3 VOTES)**

SUBJECT

Approve the Fiscal Year (FY) 2024-25 Chief Executive Office - Homeless Initiative (CEO-HI) Funding Recommendations, which would allocate \$587,202,000 in Measure H funding, \$140,971,000 from the Measure H Committed Obligated Fund Balance, and \$54,824,000 of State Homeless Housing, Assistance and Prevention Program (HHAP) Round 5 funding.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve FY 2024-25 Measure H funding in the amount of \$587,202,000, the use of \$30,296,000 from the Measure H Committed Obligated Fund Balance, and conditionally approve HHAP Round 5 funding, which the County of Los Angeles (County) is in the process of applying for, in the amount of \$54,824,000 included in the funding recommendations for Measure H-eligible CEO-HI strategies as described in Attachment I. The State HHAP Round 5 funding will be contingent upon authorization by the State Business, Consumer Services and Housing Agency.
2. Authorize the Chief Executive Officer, or her designee, to enter into, execute, and deliver to the State any and all agreements and documents required or deemed necessary or appropriate to secure the HHAP Round 5 funds, to enter into, execute, and deliver a Standard Agreement for HHAP Round 5 funding in an amount up to \$97,384,000 and accept the HHAP Round 5 funds from the State.
3. Approve the use of \$51,975,000 in FY 2024-25 from the Measure H Committed Obligated Fund Balance to support approved Board projects where the CEO-HI was directed to identify funding

sources for these projects, or which were identified by the CEO-HI as critical unfunded and underfunded programs or commitments that would strengthen implementation of the New Framework to End Homelessness (New Framework) in Los Angeles County as described in Attachment II.

4. Approve the use of \$58,700,000 in FY 2024-25 from the Measure H Committed Obligated Fund Balance to support the Pathway Home Program, the County's encampment resolution program that has been implemented in partnership with local jurisdictions, as described in Attachment III.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

This action is needed to approve the annual CEO-HI Funding Recommendations in alignment with the New Framework implemented by the Board of Supervisors (Board) on May 3, 2022, the Proclamation of a Local Emergency for Homelessness in Los Angeles County adopted by the Board on January 10, 2023, and to support various Board priorities addressing homelessness.

Throughout the months of September, October, November, and December 2023, CEO-HI worked collaboratively with lead departments and agencies including the Departments of Children and Family Services, Economic Opportunity, Health Services, Mental Health, Military and Veterans Affairs, Public Defender, Public Health, Public Social Services, as well as the Los Angeles Homeless Services Authority (LAHSA) and Los Angeles County Development Authority (LACDA), to discuss the status of programs, services, and housing utilizing CEO-HI funding in FY 2023-24 and priority funding areas for FY 2024-25 with a focus on increasing and expediting exits to permanent housing for people experiencing homelessness (PEH).

In October and November 2023, CEO-HI held a total of seventeen (17) virtual and in-person community listening sessions across the County. These listening sessions also met the California Interagency Council on Homelessness HHAP Round 5 stakeholder engagement requirements. On December 11, 2023, CEO-HI publicly released the draft proposed FY 2024-25 CEO-HI funding recommendations, which initiated a two-week public comment period and included a public information webinar. The detailed webinar and PowerPoint are posted on the CEO-HI website and are available to view and download.

CEO-HI, along with lead departments and agencies, reviewed and utilized community listening session stakeholder recommendations and public comments to inform the funding recommendations. Attachment IV provides a summary of stakeholder input and how it is used to inform CEO-HI funded initiatives. As CEO-HI's largest and most robust annual community engagement effort, the listening sessions, public webinar, and public comment period also provided the opportunity for stakeholders to provide feedback beyond the components of the funding recommendations. This feedback will inform the County's broader efforts to strengthen strategies for addressing and preventing homelessness. In addition to informing the funding recommendations, CEO-HI will incorporate the stakeholder feedback into programmatic and administrative refinements to CEO-HI funded initiatives and continuous system improvements.

Proclamation of a Local Emergency for Homelessness In Los Angeles County

On January 10, 2023, the Board adopted a motion declaring a local emergency for homelessness in the County. On February 7, 2023, the Board approved a motion adopting three PEH strategic missions – Encampment Resolution, Housing, and Mental Health and Substance Use Disorder Services, and adopted a fourth mission – Eviction Prevention – on October 3, 2023. Since the

launch of the Homeless Emergency, CEO-HI has lead the overall coordination of the emergency response including coordination with County departments, LAHSA, LACDA, and cities and Councils of Government; developed and implemented accelerated administrative processes to expedite hiring, contracting, procurement, grants, and real estate transactions to provide housing and services to PEH; led efforts with County departments, LAHSA, and cities to align CEO-HI-funded programs, services, and housing to support the emergency declaration; partnered with Chief Executive Office Anti-Racism, Diversity and Inclusion (ARDI) on the use for the Equitable Recruitment and Hiring Checklist and/or the Equity Explorer Tool to ensure equitable implementation and resource distribution; launched Pathway Home, the County's encampment resolution program that is implemented in partnership with cities and local jurisdictions outside of the City of Los Angeles (City); and has supported the City in their emergency response through representation at the City Emergency Operation Center and the alignment of County resources to support Inside Safe, City encampment resolution program. The CEO-HI FY 2024-25 funding recommendations continue to amplify and scale up the catalytic impact of the emergency declaration with increased resources for encampment resolution and a continued focus on permanent housing exits.

FY 2024-25 CEO-HI Funding Recommendations

Recommendation No. 1 requests Board approval of the combined total of \$672,322,000 comprised of \$617,498,000 in FY 2024-25 Measure H funding and \$ \$54,824,000 in State HHAP Round 5 funding as described in Attachment I. The State HHAP Round 5 funding will be contingent upon authorization by the State Business, Consumer Services and Housing Agency. These funds will support the County and partners' efforts to implement the New Framework approved by the Board in spring 2022. Reflective of the priorities identified in the New Framework, the Measure H and HHAP funding recommendations propose increased investments in permanent housing. This is consistent with the New Framework's goal of increasing the number of people exiting the homeless rehousing system to permanent housing which will then increase the flow through interim housing and the number of unsheltered PEH who can be served in interim housing. The proposed investments also prioritize serving those with the greatest barriers, including by continuing to grow the supply of permanent supportive housing, where the most vulnerable PEH can receive intensive case management services, mental health services, and substance use disorder services.

Further, the funding recommendations continue to expand investments in partnerships with cities and Councils of Government, fostering local solutions and increasing collaboration to increase the availability of housing throughout all regions of the County.

Recommendation No. 2 requests delegated authority for the Chief Executive Officer, or her designee, to enter into, execute, and deliver to the State any and all documents and agreements required or deemed necessary or appropriate to secure the HHAP Round 5 funds, to enter into, execute, and deliver a Standard Agreement for HHAP Round 5 funding in an amount not to exceed \$97,384,000 and accept the HHAP Round 5 funds from the State.

Recommendation No. 3 requests Board approval to allocate \$51,975,000 in FY 2024-25 from the Measure H Committed Obligated Fund Balance to support homeless programs listed in Attachment II. These programs were selected for one-time funding because they were included in Board motions where CEO-HI was directed to identify funding sources for these programs and/or identified by CEO-HI as key unfunded and underfunded programs or commitments that would strengthen implementation of critical aspects of the New Framework.

Recommendation No. 4 requests Board approval to use \$58,700,000 in FY 2024-25 from the Measure H Committed Obligated Fund Balance to support the Pathway Home Program. Pathway Home was launched on August 9, 2023, and is the County's encampment resolution program to reduce unsheltered homelessness by helping people living on the streets come indoors, receive the supportive services they need to achieve housing stability, and ultimately move into permanent housing. Funding for FY 2024-25 aims to bring these efforts to scale. Attachment III reflects the proposed budget of \$108,200,000 in FY 2024-25 for Pathway Home. As proposed in these funding recommendations, the Pathway Home budget will be funded by \$58,700,000 from the Measure H Committed Obligated Fund Balance, \$10,000,000 in ongoing Measure H revenue (included in Attachment I), and \$21,219,000 in one-time Measure H revenue (included in Attachment II). The remaining \$18,281,000 is comprised of \$6,214,000 of anticipated Measure H FY 2023-24 carryover, \$9,319,000 of anticipated Affordable Housing FY 2023-24 carryover allocated for housing navigation and time-limited subsidies, and \$2,748,000 in anticipated net County cost allocated for the Sheriff's Homeless Outreach Service Teams. The \$18,281,000 is an estimate and will be requested for allocation and Board approval in the appropriate FY 2024-25 budget phase.

Embedding Equity

As the County lead for homelessness and as a funder, convener, and coordinating entity, CEO-HI plays an integral role not only in the distribution of funds but also in other catalytic ways including departmental service optimization, system coordination, spending alignment, and in operationalizing of the emergency declaration on homelessness. This unique role provides significant opportunity for CEO-HI to embed emerging practices to advance racial equity across policymaking, planning, funding, and service delivery, and demonstrate a commitment to ongoing advancement of equity through its implementation practices. In close partnership and collaboration with ARDI, CEO-HI is enhancing its efforts to not only rigorously monitor and report on the equitable impact of these activities, but also leverage its authority and the flexibility that has been established through the New Framework and emergency declaration to implement an overarching equity framework that is integrated into all CEO-HI funded departments and agencies overall approach and day-to-day practice to ensure the actualization of the County's commitment to equity. Attachment V provides information on CEO-HI and partners equity efforts and the framework that CEO-HI and ARDI are currently implementing to further drive equity practices through all CEO-HI funded programs, services, and housing. The funding recommendations include funding to support the implementation of the overarching equity framework.

Implementation of Strategic Plan Goals

The recommended actions are in compliance with County Strategic Plan, Goal 1 - Make Investments That Transform Lives and Goal 2 - Foster Vibrant and Resilient Communities.

FISCAL IMPACT/FINANCING

There is no net County cost impact from these recommendations. Upon Board approval of the funding recommendations, CEO-HI will incorporate the approved Measure H and State HHAP Round 5 funding in the FY 2024-25 Budget. The approved actions will result in a total FY 2024-25 Homeless Initiative spending plan of \$782,997,000. This total consists of \$587,202,000 in Measure H funding, \$140,971,000 from the Measure H Committed Obligated Fund Balance, and \$54,824,000 in anticipated HHAP Round 5 funding. These budget changes will provide appropriation authority for the various departments to continue implementing the New Framework, Board Priorities, and the initiatives supporting the Emergency Declaration on Homelessness. The California Board of Equalization began collecting the Measure H quarter-cent sales tax from businesses and consumers

on October 1, 2017.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On December 6, 2016, the Board approved an ordinance to place Measure H on the March 7, 2017, countywide ballot, which proposed a quarter-cent sales tax for a period of 10 years to fight homelessness. Additionally, the ordinance emphasized accountability by requiring the following:

Independent Audit

An independent auditor to annually report on the amount of revenue collected and expended and the status of the projects and services funded. Under the guidance of the Auditor-Controller, the independent auditor has completed the FY 2017-18, FY 2018-19, FY 2019-20, FY 2020-21, FY 2021-22, and FY 2022-23 audits in compliance with the ordinance requirement.

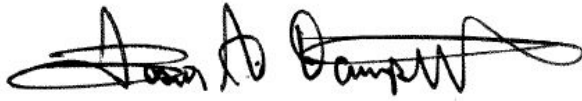
Citizens' Oversight Advisory Board

The Citizens' Oversight Advisory Board (COAB) is comprised of five members, with one member nominated by each Supervisorial District and appointed by the Board. The COAB's role is to ensure public accountability for Measure H funds. All COAB meeting minutes and charts on Measure H expenditures are available at <http://homeless.lacounty.gov/oversight>.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of these funding recommendations affirms the County's commitment to address and prevent homelessness in the County by investing in proven strategies and seeking new and innovative solutions to the many issues that contribute to homelessness.

Respectfully submitted,



FESIA A. DAVENPORT

Chief Executive Officer

FAD:JMN:CT:AI:RS:ns

Enclosures

- c: Executive Office, Board of Supervisors
- County Counsel
- Sheriff
- Aging and Disabilities
- Alternate Public Defender
- Animal Care and Control
- Arts and Culture
- Beaches and Harbors
- Child Support Services
- Children and Family Services
- Consumer and Business Affairs
- Economic Opportunity
- Fire
- Health Services
- Justice, Care and Opportunities
- Mental Health
- Military and Veterans Affairs
- Parks and Recreation
- Probation
- Public Defender
- Public Health
- Public Social Services
- Public Works
- Regional Planning
- Youth Development
- Los Angeles County Development Authority
- Los Angeles Homeless Services Authority
- Superior Court

LOS ANGELES COUNTY HOMELESS INITIATIVE FY 2024-25 FUNDING RECOMMENDATIONS

The following chart presents funding allocations for Homeless Initiative strategies approved by the Board of Supervisors in FY 2023-24 as well as the proposed funding allocations for FY 2024-25. Only Measure H and State Homeless Housing, Assistance and Prevention Program funding are represented in the amounts below.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
COORDINATE			
LAHSA Coordinated Entry System Regional Coordination	\$9,677,000	\$8,007,000	Decrease reflects improved efficiencies within the CES, including expanding centralized matching and a decrease in Regional Coordinators. There is no decrease in service levels.
LAHSA Coordinated Entry System Capacity Building/TA/Training	\$1,583,000	\$1,583,000	No Change.
LAHSA Coordinated Entry System Youth Collaboration	\$25,000	\$25,000	No Change.
LAHSA Coordinated Entry System Education Coordinators	\$1,127,000	\$928,000	Decrease reflects LAHSA staff and administration costs moving the Staff and Administration line. There is no decrease in service levels.
LAHSA Coordinated Entry System Continuum of Care (CoC) Housing and Urban Development (HUD) Cash Match	\$488,000	\$599,000	Increase reflects LAHSA applying for more HUD DV Supportive Services Only grant funding, requiring additional match funding from the County.
LAHSA Coordinated Entry System Planning Grant Renewal	\$0	\$95,000	Increase reflects LAHSA applying for more CoC Planning Grant funding, requiring additional match funding from the County.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
COORDINATE (cont.)			
LAHSA Coordinated Entry System Youth Homeless Demonstration Project (YHDP) Support	\$0	\$333,000	Increase reflects funding needed for YHDP costs that exceed HUD funding caps.
LAHSA Coordinated Entry System Homeless Count	\$0	\$184,000	Increase supports improvements to count processes including strengthening quality assurance protocols, refining volunteer training to increase data collection consistency and accuracy, and updating enhancements and features of the homeless count software application.
LAHSA Coordinated Entry System Staff and Administration	\$1,183,000	\$2,408,000	Increase reflects LAHSA education coordinator staff moved from Education Coordinators line and new staff for countywide matching services and cost of living adjustments.
DMH Coordinated Entry System Referral, Access and Data Unit	\$0	\$603,000	Increase reflects new positions needed to support increased role in CES matching.
MVA Coordinated Entry System Improved Coordination for Document Readiness	\$0	\$250,000	Increase reflects new positions needed to support veteran document readiness to enhance and expedite housing placements.
COORDINATE SUBTOTAL	\$14,083,000	\$15,015,000	
PREVENT			
LAHSA Problem Solving	\$550,000	\$550,000	No Change.
LAHSA Problem Solving Staff and Administration	\$48,000	\$48,000	No Change.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
PREVENT (cont.)			
LAHSA Targeted Prevention Homeless Prevention Case Management & Financial Assistance (Families & Individuals)	\$15,605,000	\$15,605,000	No Change.
LAHSA Targeted Prevention Youth Family Reconnection	\$1,866,000	\$1,866,000	No Change.
LAHSA Targeted Prevention Staff and Administration	\$2,063,000	\$2,063,000	No Change.
DHS Targeted Prevention Homelessness Prevention Unit	\$0	\$504,000	Increase reflects costs for ongoing staff positions. Other costs continue to be supported with other funding streams.
DCFS Targeted Prevention Emergency Basic Support Services	\$500,000	\$500,000	No Change.
DCFS Targeted Prevention Housing Related Assistance	\$300,000	\$300,000	No Change.
PREVENT SUBTOTAL	\$20,932,000	\$21,436,000	
CONNECT			
LAHSA Coordinated Outreach Countywide Outreach System	\$8,779,000	\$988,000	Decrease reflects LAHSA staff and administration costs moving to the Staff and Administration line, mobile shower costs being moved to the Access Centers strategy, and decrease in the SPA Outreach Coordinators.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
CONNECT (cont.)			
LAHSA Coordinated Outreach Staff and Administration	\$835,000	\$9,422,000	Increase reflects Countywide Outreach System staff and administration costs being moved to this line item and cost of living adjustments.
DHS Coordinated Outreach Countywide Outreach System/MDTs	\$22,751,000	\$27,335,000	Increase reflects funding needed to maintain current Multi-Disciplinary Teams as State HDAP funding will no longer be available in FY 2024-25.
DHS Coordinated Outreach Staff and Administration	\$3,299,000	\$3,935,000	Increase reflects funding needed as State HDAP funding will no longer be available in FY 2024-25, as well as cost of living adjustments.
DPH Coordinated Outreach Countywide Outreach System/Public Health Nurses	\$975,000	\$1,046,000	Increase reflects Board-approved COLA increases.
DPH Coordinated Outreach Encampment Assessments	\$0	\$179,000	Increase reflects new funding request for staff to support program.
DPH Coordinated Outreach Mobile PH Clinical Services for PEH	\$0	\$1,579,000	Increase reflects new funding request to support continued operations as one-time funding will no longer be available in FY 2024-25.
MVA Coordinated Outreach Establish a Call Center	\$0	\$153,000	Increase reflects new funding request for staff to support program.
DHS Jail-In Reach	\$2,086,000	\$2,320,000	Increase reflects Board-approved COLA increases and case management rate increase.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
CONNECT (cont.)			
LASD Jail-In Reach	\$521,000	\$546,000	Increase in funding reflects Board-approved COLA increases.
LAHSA Navigation Housing Navigation	\$15,231,000	\$17,319,000	Increase reflects a housing navigation rate increase.
LAHSA Navigation Campus Peer Navigation	\$1,094,000	\$1,094,000	No Change.
LAHSA Navigation Staff and Administration	\$1,419,000	\$1,601,000	Increase reflects increase in administration costs.
LAHSA Access Centers Mobile Showers	\$0	\$889,000	Increase reflects moving the mobile shower costs from LAHSA Countywide Outreach System line to a new Mobile Shower line. There is no change in funding or service levels.
LAHSA Access Centers Safe Parking	\$823,000	\$1,716,000	Increase reflects an adjustment from partial to full year operating funding.
LAHSA Access Centers Staff and Administration	\$0	\$226,000	Increase reflects administrative costs associated with Mobile Showers and Safe Parking.
MVA Access Centers	\$0	\$153,000	Increase reflects new funding request for staff to implement program.
CONNECT SUBTOTAL	\$57,813,000	\$70,501,000	
HOUSE			
LAHSA Interim Housing	\$65,634,000	\$77,470,000	Increase reflects annualizing costs for beds added during FY 2023-24, funding to maintain beds as one-time funding ends, and an increase in bed rates for most interim housing bed types.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
HOUSE (cont.)			
LAHSA Interim Housing Staff and Administration	\$6,977,000	\$9,158,000	Increase reflects additional staff to support interim housing operations, moving 5 FTE from Transitional Housing for Special Populations line, cost of living adjustments, and increased administration costs.
DHS Interim Housing	\$69,308,000 \$53,475,000 (Measure H) \$15,833,000 (State HHAP)	\$70,611,000	Increase reflects an increase in bed rates for most interim housing sites. Increase is offset by funding from other sources.
DHS Interim Housing Staff and Administration	\$10,376,000	\$11,398,000	Increase reflects increased administration costs and enhanced clinical services which are partially offset by moving some staffing positions from interim housing to permanent housing to be more aligned with their job functions.
DMH Interim Housing	\$226,000	\$221,000	Decrease reflects adjustments in staffing costs.
DPH Interim Housing	\$10,419,000	\$11,340,000	Increase reflects a Recovery Bridge Housing rate adjustment implemented in FY 2023-24.
DPH Interim Housing Inspection	\$691,000	\$681,000	Decrease reflects adjustment in staffing costs.
CEO Interim Housing	\$0	\$460,000	Increase reflects maintenance for County-owned interim housing facilities overseen directly by CEO Homeless Initiative.
LAHSA Time-Limited Subsidies Shallow Subsidy	\$10,917,000	\$12,025,000	Increase reflects a shallow subsidy slot rate increase.
LAHSA Time-Limited Subsidies Time-Limited Subsidy	\$39,917,000	\$47,074,000	Increase reflects a TLS slot rate increase, an increase of 100 new family slots, and costs associated with 120 youth TLS slots funded with one-time funding in FY 2023-24.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
HOUSE (cont.)			
LAHSA Time-Limited Subsidies Staff and Administration	\$6,506,000	\$9,490,000	Increase reflects increased staffing and administration costs.
DPSS Time-Limited Subsidies Subsidized Housing for Homeless Disabled Individuals Pursuing SSI	\$3,620,000	\$10,415,000	Increase reflects 1,123 new slots (in addition to the 567 funded by Measure H in FY 2023-24). 327 of the new slots were previously funded by one-time funding that is no longer available; the remaining 796 slots are new slots which will allow the program to serve additional clients.
DHS Permanent Supportive Housing Intensive Case Management Services (ICMS)	\$104,464,000 \$43,689,000 (Measure H) \$60,775,000 (State HHAP)	\$77,312,000 \$27,864,000 (Measure H) \$49,448,000 (State HHAP)	Decrease reflects the braiding of CalAIM revenue supporting CalAIM clients. Overall, there is an increase in ICMS slots in FY 2024-25 to support the increase in permanent supportive housing units/subsidies. Costs include an ICMS rate increase.
DHS Permanent Supportive Housing Rental Subsidies/Tenancy Support Services	\$34,637,000	\$45,753,000	Increase reflects an increase in the number of locally funded rental subsidies.
DHS Permanent Supportive Housing Staff and Administration	\$19,855,000	\$27,696,000	Increase reflects additional staff for HFH's permanent housing operations due to the increase in ICMS slots, enhanced clinical services, and the transition of some staff from interim housing to permanent housing which is better aligned with their job functions.
DMH Permanent Supportive Housing Housing Supportive Services Program	\$13,330,000	\$0	Decrease is due to leveraging MESA funding in FY 2024-25 for HSSP services. Overall, there is an increase in HSSP services to support the increase in permanent supportive housing units/subsidies.
DMH Permanent Supportive Housing Staff and Administration	\$2,508,000	\$2,569,000	Increase in funding reflects Board-approved COLA increases.
DPH Permanent Supportive Housing Client Engagement and Navigation Services	\$3,053,000	\$3,062,000	Increase in funding reflects Board-approved COLA increases.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
HOUSE (cont.)			
LAHSA Transitional Housing for Special Populations Transitional Housing for TAY	\$14,422,000 \$5,910,000 (Measure H) \$8,512,000 (State HHAP)	\$15,514,000 \$10,138,000 (Measure H) \$5,376,000 (State HHAP)	Increase reflects increase in beds and an increase in the interim housing bed rate.
LAHSA Transitional Housing for Special Populations Host Homes for TAY	\$805,000	\$967,000	Increase reflects an increase in host home slot costs.
LAHSA Transitional Housing for Special Populations TAY Direct Cash Transfer Pilot	\$1,322,000	\$1,322,000	No Change.
LAHSA Transitional Housing for Special Populations Staff and Administration	\$1,942,000	\$1,433,000	Decrease reflects moving 5 LAHSA staff to interim housing line.
DPH Transitional Housing for Special Populations Bureau of Disease Control Incentive/Enabler Project	\$0	\$413,000	Increase reflects new funding request to support 1) increased costs of housing, food, transportation services for TB patients and 2) continued expansion to other diseases (viral hepatitis, syphilis, mpox) as one-time funding for these services will no longer be available in FY 2024-25.
LACDA Housing Acquisition	\$13,852,000	\$11,043,000	Decrease reflects the estimated actual utilization of the HIP program in FY 2024-25.
LAHSA Housing Acquisition RPSS	\$7,192,000	\$7,192,000	No Change.
LAHSA Housing Acquisition Housing Location	\$8,450,000	\$5,000,000	Decrease reflects the transition of housing location services to LAHSA, which will achieve cost efficiencies while improving program administration.
LAHSA Housing Acquisition Master Leasing	\$0	\$12,991,000	Increase reflects scaling of the recently launched master leasing program.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
HOUSE (cont.)			
LAHSA Housing Acquisition Unit Acquisition Vendors	\$0	\$1,000,000	Increase reflects new contracted services for LAHSA's unit acquisition scale up.
LAHSA Housing Acquisition Staff and Administration	\$1,917,000	\$3,867,000	Increase reflects increased staffing and administration costs.
HOUSE SUBTOTAL	\$452,340,000	\$477,477,000	
STABILIZE			
DPSS Benefits Advocacy	\$5,000,000	\$5,000,000	No Change.
DMH Benefits Advocacy	\$1,513,000	\$1,513,000	No Change.
MVA Benefits Advocacy	\$0	\$1,353,000	Increase reflects the transition of veteran's benefits advocacy services from DHS to MVA and includes new MVA staff and funding for the legal services contract for veterans.
LAHSA Legal & Financial Services Legal Services	\$3,288,000	\$2,985,000	Decrease is due to leveraging other funding in FY 2024-25 for the Representative Payee Program. There is no change in service levels.
LAHSA Legal & Financial Services Staff and Administration	\$286,000	\$259,000	Decrease reflects a decrease in administration costs.
PD Critical Documents & Background Clearing	\$3,265,000	\$3,511,000	Increase in funding reflects Board-approved COLA increases.

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
STABILIZE (cont.)			
DEO Employment & Income Support Employment for Adults Experiencing Homelessness	\$6,256,000	\$8,427,000	Increase reflects an increase in slots and an increase in participant wages.
DEO Employment & Income Support Staff and Administration	\$865,000	\$1,015,000	Increase reflects cost of living adjustments and increase in administration costs.
LAHSA Employment & Income Support Employment Services	\$2,271,000	\$3,064,000	Increase reflects annualized costs for a program increase that occurred during FY 2023-24.
LAHSA Employment & Income Support Staff and Administration	\$198,000	\$266,000	Increase reflects increase in administration costs.
STABILIZE SUBTOTAL	\$22,942,000	\$27,393,000	
LOCAL JURISDICTION			
CEO Cities and Councils of Government	\$20,500,000	\$20,500,000	No Change.
CEO Continuum of Cares	\$6,440,000	\$10,000,000	Increase reflects adjustments to Long Beach, Pasadena, and Glendale CoC funding aligned with overall funding adjustments and the increase in the Homeless Count.
CEO Encampment Resolution	\$0	\$10,000,000*	Increase reflects expanded encampment resolution in partnership with local jurisdictions.
LOCAL JURISDICTION SUBTOTAL	\$26,940,000	\$40,500,000	

STRATEGY	FY 2023-24 TOTAL FUNDING ALLOCATION	FY 2024-25 TOTAL FUNDING RECOMMENDATION	EXPLANATION OF VARIANCE FROM FY 2023-24
ADMINISTRATION			
<p style="text-align: center;">CEO Administration</p>	\$16,802,000	\$20,000,000	Increase reflects additional positions needed to support expansion of Homeless Initiative funded programs, services, and housing; increased coordination and investments in local jurisdictions and unincorporated areas; drive countywide performance and outcomes; and support the County's emergency declaration on homelessness.
TOTAL	<p style="text-align: center;">FY 2023-24 TOTAL FUNDING RECOMMENDATION:</p> <p style="text-align: center;">\$611,852,000</p> <p>Comprised of the following: Measure H** - \$524,537,000 Measure H*** - \$2,195,000 State HHAP - \$85,120,000</p>	<p style="text-align: center;">FY 2024-25 TOTAL FUNDING RECOMMENDATION:</p> <p style="text-align: center;">\$672,322,000</p> <p>Comprised of the following: Measure H - \$617,498,000 State HHAP - \$54,824,000</p>	

* This is funding a component of the Pathway Home budget which is represented in its entirety in Attachment III

** FY 2023-24 Measure H Original Funding Allocation Total

*** FY 2023-24 Supplemental Funding Allocation Total

MEASURE H ONE-TIME INVESTMENTS FY 2024-25

The following chart represents an allocation plan for one-time investments into the FY 2024-25 Homeless Initiative spending plan for approved Board projects where the Chief Executive Office - Homeless Initiative (CEO-HI) was directed to identify funding sources for these projects or which were identified by CEO-HI as critical unfunded and underfunded programs or commitments that would strengthen implementation of the New Framework to End Homelessness in Los Angeles County.

PROJECT	LEAD AGENCY/DEPT.	FY 2024-25 FUNDING	ASSOCIATED BOARD MOTION
LOCAL JURISDICTION			
Local Solutions Fund - creates a multi-year Local Solutions Fund to work with cities and Councils of Governments (COGs) to expand the supply of interim and permanent housing.	CEO - HI	\$10,000,000*	Item No. 26, Agenda of 5/3/2022
City/COG Interim Housing – provides operating costs for city/COG interim housing beds.	CEO - HI	\$7,500,000	Item No. 14, Agenda of 11/2/2021
Every Women Housed – provides outreach, housing, and supportive services to women and families in the Skid Row area.	LAHSA	\$0	Item No. 22, Agenda of 6/8/2021
Skid Row Action Plan – provides increased interim and permanent housing, safe services, 24/7 low barrier health and behavioral health services.	DHS	\$17,000,000	Item No. 17, Agenda of 6/28/2022
CONNECT			
Recreational Vehicles (RV) Encampment Program – provides specialized outreach to people experiencing homelessness (PEH) in RVs, RV towing/dismantling, storage, debris removal, pumper trucks, and other services unique to PEH living in RVs.	CEO/DPH/ DPW/DAC/ LACoFD/LAHSA	\$11,219,000*	Item No. 3, Agenda of 11/2/2021 Item No. 15, Agenda of 9/13/2022
Specialized Outreach – provides support in very high fire severity zones in the unincorporated areas of the County.	LAHSA	\$1,200,000	Item No. 18, Agenda of 8/10/2021
HOUSE			
Homekey Round 3 – supplements the 58.6M American Rescue Plan Act Tranche 2 funding for Homekey Round 3.	CEO	\$726,000	Item No. 29, Agenda of 11/13/2022
PREVENT			
Reduce PEH Mortality – provides Medication-Assisted Treatment, overdose prevention, and harm reduction services.	DHS	\$325,000	Item No. 11, Agenda of 7/26/2022
Reduce PEH Mortality - launches the Opioid Treatment Program and supports community-based mobile vaccination efforts targeting people experiencing homelessness.	DPH	\$175,000	Item No. 11, Agenda of 7/26/2022 Item No. 1, Agenda of 2/23/2021

PROJECT	LEAD AGENCY/DEPT.	FY 2024-25 FUNDING	ASSOCIATED BOARD MOTION
ADMINISTRATION			
Lived Expertise Integration – expands the meaningful involvement of individuals with lived expertise in funding, policy, and programmatic decision-making.	CEO	\$281,000	N/A
Catalytic Equity Investment – reduces disproportionality for Black and American Indian Alaska Native people experiencing homelessness and mitigates the growing number of Latin(o)(a)(x) people experiencing homelessness through improved data and tracking, system coordination, enhanced collaboration, and the implementation of committee recommendations.	CEO	\$3,000,000	N/A
BRCH and New Framework Board Motion Directives – procures consultants to support implementation of the Blue-Ribbon Commission on Homelessness and New Framework Board Motion directives.	CEO	\$549,000	Item No. 4, Agenda of 5/3/2022
TOTAL		\$51,975,000	

- This is funding a component of the Pathway Home budget which is represented in its entirety in Attachment III.

LOS ANGELES COUNTY HOMELESS INITIATIVE FY 2024-25 PATHWAY HOME

This represents the proposed budget to fund Pathway Home encampment resolution efforts, inclusive of Recreational Vehicle (RV) encampment resolution, in FY 2024-25. The proposed budget includes \$89,919,000 of Measure H funding recommended for Board approval and \$18,281,000 that is an estimate and will be requested for allocation and Board approval in the appropriate FY 2024-25 budget phase.

ENCAMPMENT RESOLUTION COMPONENT	ADMINISTERING AGENCY	FY 2024-25 FUNDING RECOMMENDATION
MEASURE H COMMITTED OBLIGATED FUND BALANCE *		
Interim Housing: Motel and Interim Housing Costs - Supports motel agreements, transient occupancy tax, damage mitigation funds, as well as set aside funding to accommodate large households.	CEO/LACDA/ CITY OF LOS ANGELES	\$29,588,000
Interim Housing: Interim Housing Operator - Supports provider interim housing operating costs which include onsite staff, security, meals, client supportive services, etc.	LAHSA/DHS	\$23,010,000
Permanent Housing: Housing Navigation – Supports Pathway Home clients with housing location, application fees, landlord/property management engagement, coordination of unit viewings, and related transportation.	LAHSA	\$686,000
Permanent Housing: Time Limited Subsidies - Supports Pathway Home clients with rental subsidies, case management, move-in assistance, deposits, etc.	LAHSA	\$5,416,000
SUBTOTAL		\$58,700,000*
FUNDING RECOMMENDATIONS INCLUDED IN ATTACHMENTS I AND II *		
Interim Housing: Motel and Interim Housing Costs - Supports motel agreements, transient occupancy tax, damage mitigation funds, as well as set aside funding to accommodate large households.	CEO/LACDA/ CITY OF LOS ANGELES	\$10,000,000
Interim Housing: Interim Housing Operator - Supports provider interim housing operating costs which include onsite staff, security, meals, client supportive services, etc.	LAHSA/DHS	\$10,000,000
RV Encampment - Supports services provided by CEO, Los Angeles Homeless Services Authority (LAHSA), Department of Public Health (DPH), Department of Public Works (DPW), Los Angeles County Sheriff's Department (LASD), Department of Arts & Culture (DAC), and LA County Fire Department (LACoFD).	CEO/LAHSA/DPH/DPW/ LASD/DAC/LACoFD	\$11,219,000
SUBTOTAL		\$31,219,000 *
FUNDING RECOMMENDATIONS TO BE REQUESTED DURING COUNTY BUDGET PROCESS **		
RV Encampment - Supports services provided by Los Angeles County Sheriff's Department.	LASD	\$2,748,000

ENCAMPMENT RESOLUTION COMPONENT	ADMINISTERING AGENCY	FY 2024-25 FUNDING RECOMMENDATION
FUNDING RECOMMENDATIONS TO BE REQUESTED DURING COUNTY BUDGET PROCESS ** (cont.)		
Debris Removal (non-RV Operations) - Supports DPW staffing and debris removal at Pathway Home encampment resolutions.	DPW	\$578,000
Supplies, Logistics and Transportation – Supports LASD client transportation and Internal Services Department (ISD) logistics and supplies.	CEO/LASD/ISD	\$315,000
Interim Housing: Interim Housing Operator - Supports provider interim housing operating costs which include onsite staff, security, meals, client supportive services, etc.	LAHSA/DHS	\$5,321,000
Permanent Housing: Housing Navigation – Supports Pathway Home clients with housing location, application fees, landlord/property management engagement, coordination of unit viewings, and related transportation.	LAHSA	\$2,323,000
Permanent Housing: Time Limited Subsidies - Supports Pathway Home clients with rental subsidies, case management, move-in assistance, deposits, etc.	LAHSA	\$6,996,000
SUBTOTAL		\$18,281,000
TOTAL		FY 2024-25 PATHWAY HOME BUDGET RECOMMENDATION: \$108,200,000

*The FY 2024-25 Measure H allocation reflects \$58.7M of one-time funding from the Measure H Committed Obligated Fund Balance, \$10.0M of ongoing funding (included on Attachment I) and \$21.219M of one-time funding (included on Attachment II). These allocations are recommended for Board approval.

**This amount is an estimate proposed to be funded by the Affordable Housing budget and Homeless and Housing budget (net County cost) and will be requested for allocation and Board approval as part of the FY 2024-25 County budget process. The total includes \$9.319M of Affordable Housing funds which is an estimate of anticipated carryover of the \$13.511M that the Board approved in FY 2023-24 for housing navigation and time limited subsidies and \$2.748M of funds from the Homeless and Housing budget anticipated to be allocated for the Sheriff's Homeless Outreach Service Teams. The remaining \$6.214M is an estimate of anticipated FY 2023-24 Measure H carryover funds and will be requested for allocation and Board approval as part of the FY 2024-25 Supplemental Budget.

Fiscal Year 2024-25 Homeless Initiative Funding Recommendations Process Community Stakeholder Input

Community and Stakeholder Engagement Process

The Chief Executive Office - Homeless Initiative (CEO-HI) conducted 17 Listening Sessions throughout October and November 2023, which drew more than 600 attendees. Session participants were also invited to provide further input through an online survey, which 153 participants completed.

The purpose of these community listening sessions was to:

- Solicit feedback from a diverse set of stakeholders and partners to ensure our funding strategies and budget are responsive to the unique needs and priorities of communities countywide,
- Strengthen strategies for addressing and preventing homelessness to inform our annual funding recommendations for homeless services and housing in Fiscal Year (FY) 2024-25; and
- Listen and learn from community stakeholders to identify their insights on the potential program and administrative changes needed within the homeless services system.

Listening sessions were offered virtually and in-person through:

- 8 Service Planning Area (SPA) Sessions, one in each SPA.
- 4 City/Councils of Government (COG) Sessions
- 3 Sessions with People with Lived Expertise
- 1 Homeless Services Providers Session
- 1 Countywide Session in Spanish

On December 11, 2023, the CEO-HI publicly released the draft proposed FY 2024-25 Homeless Initiative Funding Recommendations, which initiated a two-week public comment period and included a public information webinar. The detailed webinar and presentation deck are posted on the [CEO-HI website](#) and available to view and download.

The CEO-HI, along with lead departments and agencies, reviewed and utilized community listening sessions, public webinar, and public comments to inform the funding recommendations. This document summarizes the most common stakeholder recommendations elevated during the processes described above and what actions the County of Los Angeles (County) is taking and/or proposes to take to respond to those recommendations. As the CEO-HI's largest and most robust annual community engagement effort, the listening sessions, public webinar, and public comment period also allowed stakeholders to provide feedback beyond the components of the funding recommendations. This feedback will inform the County's broader efforts to strengthen strategies for addressing and preventing homelessness. In addition to informing the funding recommendations, the CEO-HI will incorporate the stakeholders' feedback into programmatic and administrative refinements to Homeless Initiative-funded efforts and continuous system improvements.

Outreach	
Stakeholder Recommendations	County Response
1. Increase outreach workers and resource center hours to be available to clients 24/7.	<p>1. In FY 2022-23, Department of Health Services (DHS) Housing for Health (HFH) opened Safe Landing, the first interim housing site in Los Angeles to accept clients 24/7. Los Angeles Homeless Services Authority (LAHSA) also opened the new Welcome Navigation Center in late 2023, which is accessible 24/7 by outreach teams. Clients receive meals and case management services. As part of the Skid Row Action Plan, the County plans to open a second Safe Landing site in the Skid Row area in early 2024.</p> <p>The FY 2024-25 Homeless Initiative Funding Recommendations continue funding for the LAHSA weekend outreach teams that provide services to people experiencing homelessness during the weekend. Additionally, the Homeless Initiative will lead an effort with LAHSA and DHS-HFH to identify regionally-distributed Homeless Initiative funded sites to increase capacity to support 24/7 client intakes.</p>
2. Align more housing navigation resources with outreach workers.	<p>2. The Homeless Initiative and system leads are intentionally building housing navigation aligned for unsheltered people experiencing homelessness into funding requests and budgets to ensure their availability to key front-line staff, such as outreach workers. For example, Pathway Home, Every Woman Housed, and the Skid Row Action Plan have included housing navigation slots in their programs. In addition, housing navigation slots are allocated to each of the eight SPAs available through Access Centers. These efforts have created over 1,000 housing navigation slots in the current fiscal year, with more to come online in FY 2024-25 through Pathway Home and with anticipated new State Encampment Resolution Funding Program awards. These housing navigation slots are in addition to the 3,116 slots included in the FY 2024-25 Homeless Initiative Funding Recommendations that are largely allocated to interim housing to enhance flow through the system so clients can exit more quickly to permanent housing. The Homeless Initiative is working with LAHSA and DHS to monitor the utilization of housing navigation slots aligned with interim housing and outreach to help inform if allocation adjustments are needed.</p>
3. Provide outreach workers with direct access to mental health and substance use disorder services including treatment beds.	<p>3. The DHS Multi-Disciplinary Teams (MDTs) serve unsheltered clients with more complex health and behavioral health conditions. MDTs include a licensed health professional, licensed mental health professional, substance use counselor, case manager, and peer specialist. The MDTs receive training on connecting clients to the Department of Mental Health (DMH) and Department of Public Health -Substance Abuse Prevention and Control (DPH-SAPC) services and are requested to elevate to DHS-HFH if they encounter any issues linking clients to services so DHS can assist with problem solving when needed. In addition, DMH Homeless Outreach & Mobile Engagement (HOME) teams</p>

	<p>serve unsheltered clients with specialty mental health needs and can refer clients to DMH resources. LAHSA generalist outreach teams work closely with MDT and HOME teams to connect higher-acuity clients to resources. DMH and DPH-SAPC are continuously seeking state and federal funding to expand mental health and substance use disorder services. As a result of these efforts, new services, including beds, have come online during the current fiscal year and additional resources are projected to come online during FY 2024-25. During the current fiscal year, the Homeless Initiative will work with LAHSA, DHS, DMH, DPH-SAPC, and outreach providers to identify ongoing barriers that outreach workers are facing in connecting clients to mental health and substance use disorder services, identify solutions, and partner with stakeholders to make necessary administrative, programmatic, and/or funding adjustments as needed to support those solutions.</p>
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Interim Housing	
Stakeholder Recommendations	County Response
1. Increase support at interim housing sites for high acuity individuals.	1. The Homeless Initiative is partnering with DMH, DHS, and DPH to establish teams who will work directly with interim housing providers to ensure that clients in interim housing are assessed and connected to County department services, including providing services onsite in interim housing sites. In April 2023, the Homeless Initiative secured funding from Medi-Cal Managed Care Plans, LA Care, and Health Net to support the DHS component of the teams, which will identify and support clients who have functional deficits by increasing function and safety within their current environments while assisting with transitions to service-enriched housing and higher levels of care, as appropriate. In June 2023, the project was awarded Mental Health Services Act Innovation Funding, which will fund the DMH mental health services component and DPH substance use disorder services component. DHS began implementing the teams in November 2023 with DMH and DPH services to be added in February 2024.
2. Invest in more housing navigation services for interim housing providers.	2. Over the past two years, LAHSA has restructured the housing navigation system to align housing navigation slots with interim housing beds. This has enhanced flow through the system by supporting participants to move into permanent housing more quickly. In FY 2023-24, the Homeless Initiative increased funding for housing navigation to make this service more widely available. The FY 2024-25 Homeless Initiative Funding Recommendations include funding to increase housing navigation slot rates. In addition, Homeless Initiative funds will be supplemented by other funding sources that LAHSA is using to further expand housing navigation availability.
3. Increase emergency shelter locations across the county including winter shelters.	3. In addition to the over 4,000 beds currently funded by the Homeless Initiative, the Homeless Initiative and partners are continuing to identify and invest new resources to increase interim housing countywide. This includes new Pathway Home interim housing throughout the County to support encampment resolution efforts, securing Homekey sites that will provide interim housing, funding new interim housing beds with State Encampment Resolution Funds, and enhancing funding for cities and COGs to support interim housing within their jurisdictions. In addition, the Homeless Initiative is continuing to increase investments that support exits to permanent housing, such as housing navigation, time limited subsidies, intensive case management services, and unit acquisition programs, so that existing interim housing sites can serve more people. The Homeless Initiative is continuing to work with LAHSA to increase the capacity of the winter shelter program and identify more winter shelter locations and operators.

<p>4. Strengthen partnerships with faith communities who provide interim housing and/or support interim housing providers.</p>	<p>4. The Homeless Initiative, in partnership with the Faith Collaborative to End Homelessness and LAHSA, has been hosting Faith Leader Workshops in each SPA of the County to provide information on how faith-based organizations can connect to and access homeless services system resources and become contracted partners. The FY 2024-25 Homeless Initiative Funding Recommendations include an increase in staff resources to facilitate and strengthen partnerships with faith communities.</p>
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Permanent Housing	
Stakeholder Recommendations	County Response
<p>1. Increase permanent supportive housing (PSH) options for high acuity individuals (e.g., individuals with mental health needs, substance use disorder, or chronic disabilities).</p>	<p>1. The Homeless Initiative currently funds DHS' Intensive Case Management Services (ICMS) program, DMH's Housing Supportive Services Program (HSSP), and DPH-SAPC's Client Engagement and Navigation Services (CENS) for clients in project-based and tenant-based PSH sites to support the needs of individuals with higher acuity. DHS ICMS case managers provide on-site and field-based comprehensive case management services and linkages to other resources and benefits. DMH's HSSP program provides field-based and on-site mental health services to individuals countywide who have a serious mental illness and are living in permanent supportive housing (PSH) to promote housing stability and retention and support them to meet their recovery goals. DPH-SAPC's CENS teams provide substance use disorder treatment counselors and harm reduction services and materials to clients. All services are individualized to client needs to support permanent housing retention and allow for high quality resources tailored to meet the needs of individuals with mental health, substance use disorder, chronic disabilities, and other complex needs. There will be a significant expansion of permanent supportive housing in FY 2024-25, including an estimated increase of 3,700 ICMS slots to support clients who are matched to permanent supportive housing. The expansion will be supported with braiding of CalAIM revenue with Measure H and HHAP funding.</p>
<p>2. Increase PSH and affordable housing stock by investing in master leasing.</p>	<p>2. The FY 2024-25 Homeless Initiative Funding Recommendations include a new and significant investment in master leasing. The recommended Homeless Initiative funding is complimented by partnership between the Homeless Initiative and Medi-Cal Managed Care Plans, L.A. Care and Health Net, which have granted Housing and Homelessness Incentive Program dollars to the County. The Homeless Initiative anticipates that these master leasing efforts will have a significant impact on efforts to increase the availability of permanent housing resources, broaden access to market rate units, and improve utilization of tenant-based rental subsidies. Tenant-based rental subsidy usage is expected to improve through master leasing because it often removes discriminatory tenant-screening criteria and other potential delays associated with leasing an apartment, like documentation readiness.</p>
<p>3. Shorten the time it takes for clients to move into permanent housing placements by providing long-term vouchers for individuals in permanent housing sites and providing more time-limited subsidies for people at risk of homelessness while they await permanent housing.</p>	<p>3. The FY 2024-25 Homeless Initiative Funding Recommendations include funding for several different programs that seek to connect clients with the appropriate rental subsidies to meet their needs, which in some cases are federal vouchers that clients retain so long as they are income eligible, and in other cases are local subsidies that may be either longer term or time limited. The Funding Recommendations include a significant investment in master leasing, which will reduce barriers to lease up and allow for</p>

	<p>clients with tenant-based vouchers to move in more quickly; an increase in time-limited subsidies; and an increase in supportive services to assist clients with securing permanent supportive housing and achieving housing stability. In addition, the Homeless Initiative and system partners are including new housing navigation slots and time-limited subsidies in funding and budget requests for new initiatives such as Pathway Home, Every Woman Housed, and the Skid Row Action Plan. The FY 2024-25 Homeless Initiative Funding Recommendations include continued support for the Homeless Incentive Program administered by the Los Angeles County Development Authority, which provides incentives to landlords to accept formerly homeless clients with federal rental subsidies. Incentives for landlords are also available through housing location and Resident and Property Supportive Services efforts administered by LAHSA.</p>
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Prevention	
Stakeholder Recommendations	County Response
<p>1. Increase funding for rental assistance programs and workforce assistance to protect renters and reduce evictions.</p>	<p>1. The FY 2024-25 Homeless Initiative Funding Recommendations reflect a subset of County-administered rental assistance and tenant protection programs. Other County-funded financial, legal, and case management programs include but are not limited to: DMH’s Housing Assistance Program; Department of Children and Family Services (DCFS) Family Preservation Auxiliary Program; Department of Public Social Services (DPSS) Emergency Assistance to Prevent Eviction Program; DHS’ Homeless Prevention Unit; LAHSA’s Problem Solving and Prevention programs; and Department of Consumer and Business Affairs (DCBA) rental relief and Stay Housed programs. The Homeless Initiative also takes a universal prevention approach that includes DCBA’s Rent Stabilization Program, which covers the Rent Stabilization and Tenant Protections Ordinance and the Mobilehome Rent Stabilization and Mobilehome Owner Protections Ordinance, which stabilize rents and extend eviction protections for eligible properties. The FY 2024-25 Homeless Initiative Funding Recommendations includes funding for employment programs available through the Department of Economic Opportunity (DEO) and at LAHSA for people at risk of or experiencing homelessness.</p>
<p>2. Expand the flex fund program to provide financial assistance for emergency/preventative services to resolve the crisis, preventing households from falling into homelessness (e.g., medicine, utility bill, etc.).</p>	<p>2. The FY 2024-25 Homeless Initiative Funding Recommendations include flexible funding to address emergencies including, but not limited to: rental assistance, utilities, automobile repairs, furniture, utility, and grocery assistance. The Homeless Initiative has prioritized enhancing homelessness prevention programs under the County’s declaration of emergency for homelessness, which adopted eviction prevention as one of its four missions, as well as through participation on the Prevention and Promotion Systems Governing Committed, which has selected homelessness and housing as one of its initial three focus areas.</p>

Local Jurisdictions	
Stakeholder Recommendations	County Response
1. Increase co-investment funding to cities for interim housing operations.	1. The FY 2023-24 Homeless Initiative Funding Recommendations include continued support for cities and Councils of Government (COGs) that have developed interim housing through the Cities/COGs Interim Housing Services (CCOGIHS) program, which provides operating funding to such programs. To date, six cities or COGs have benefited from this program, and additional cities are in the process of applying and/or working with the Homeless Initiative to determine how best to leverage these funds.
2. Support local jurisdictions with city-funded interim housing sites in accessing time-limited subsidies	2. The Homeless Initiative is working with LAHSA to align city-funded interim housing sites with housing navigation resources. Housing navigation is connected to housing resources including time-limited subsidies that can be utilized once participants identify housing. In addition, cities participating in Pathway Home encampment resolution efforts have dedicated housing navigation and time-limited subsidies for Pathway Home clients.
3. Strengthen communication and coordination efforts with cities to increase partnership opportunities and leverage resources across the County homeless services system.	3. The Homeless Initiative continues to expand capacity within its Local Jurisdiction Coordination and Support (LJCS) division to strengthen communication, coordination, and collaborative partnerships with local jurisdictions. Currently, the Municipal Relations team within LJCS conducts regional quarterly convenings with cities and COGs to discuss the New Framework, Measure H Funding Recommendations, the Local Solutions Fund, and other local, mainstream and rehousing system issues, programs, and services with County departments and LAHSA. The Municipal Relations team actively participates in cities and COGs respective Homeless Task Forces, Homeless Workgroup Committees, and community meetings. The Municipal Relations team actively participates in Independent Cities Association and Contract Cities Association seminars to discuss Measure H, the Local Solutions Fund, partnership with local jurisdictions, and the County’s emergency declaration for homelessness.
4. Invest more in encampment resolution efforts with local jurisdictions.	4. The County’s emergency declaration on homelessness adopted encampment resolution as one of its four missions. As a result, the County launched Pathway Home, an encampment resolution program conducted in partnership with local jurisdictions, in August 2023. Funding to continue to scale up Pathway Home is included in the FY 2024-25 Homeless Initiative Funding Recommendations. Pathway Home is an all-hands-on-deck effort to scale up and fast-track the provision of outreach, interim housing, permanent housing, and supportive services to reduce unsheltered homelessness.

Systemwide	
Stakeholder Recommendations	County Response
<p>1. Increase funding for service providers to cover actual operating costs, including employee salaries and allowances for annual cost of living increases.</p>	<p>1. In 2023, the Homeless Initiative, in partnership with LAHSA, DHS, and DMH, engaged a third-party research consultant to assess the costs of interim housing operations relative to current reimbursement rates (“bed rates”) and to assess ICMS rates for PSH. While the ICMS rate analysis is ongoing, the interim housing bed rate analysis highlighted the existence of a gap between current bed rates and operating costs for many providers. To provide some immediate relief, Homeless Initiative is working with LAHSA to provide an initial bed rate increase to most Homeless Initiative-funded LAHSA providers in early 2023. Next steps include the development of fair and transparent bed rate formulas in consultation with providers and other key stakeholders. Once new bed rate formulas are developed, further changes to interim housing rates are likely. The FY 2024-25 Homeless Initiative Funding Recommendations for interim housing includes funding for increased bed rates for most interim housing bed types. The Homeless Initiative intends to use the results of the ICMS rates analysis to inform a similar process to develop fair and transparent rate structures for ICMS and other case management programs using these findings. In the interim, the FY 2024-25 Homeless Initiative Funding Recommendations include funding to support interim increases to reimbursement rates for several programs, including interim housing, housing navigation, time-limited subsidies, and intensive case management services until the above-mentioned processes are completed.</p>
<p>2. Improve support for frontline workers by providing opportunities for training and mental health/wellness resources.</p>	<p>2. The FY 2024-25 Homeless Initiative Funding Recommendations include continued funding for an online training academy providing frontline workers with professional development and self-care courses. For example, a two-part series on equipping, empowering, and encouraging frontline staff with self-care tools, tips, and resources is available. This online resource is available to all homeless service provider staff and is estimated to serve 30,000 trainings annually. The Homeless Initiative will work with LAHSA, County departments, service providers, and frontline staff to identify additional types of professional development courses, self-care, and mental health resources needed to support our frontline partners.</p>

<p>3. Increase investments in employment services to assist clients in maintaining or accessing housing.</p>	<p>3. The FY 2024-25 Homeless Initiative Funding Recommendations include funding to increase the number of clients receiving employment services and support increases in participant wages. The Homeless Initiative is also working with LAHSA and DEO on options to increase capacity to serve more clients including any additional funding needs that could be included in the County's FY 2024-25 budget cycle.</p>
<p>4. Implement multi-year contracts with service providers to ease contract administrative burdens and enable providers to respond more effectively to changes in unsheltered homelessness and evolving needs.</p>	<p>4. During the current fiscal year, the Homeless Initiative will be convening a work group to identify delegated and/or contract changes needed by County departments and LAHSA to implement flexible multi-year contracts. The Homeless Initiative is targeting FY 2024-25 to implement those changes.</p>
<p>5. Improve living conditions at interim and permanent housing sites to reduce safety concerns and improve quality of life for participants and staff.</p>	<p>5. The Homeless Initiative works closely with system partners to improve living conditions at housing sites throughout the continuum. These efforts include ongoing convenings facilitated by DHS to bring together funders of PSH to identify and address systemic funding issues that contribute to challenges with maintaining safe and high-quality living conditions for participants. These efforts will continue into the next fiscal year with multiple strategies to improve conditions pursued. For interim housing settings, the Homeless Initiative funds the DPH Environmental Health division to inspect and identify health and safety concerns, work with operators to remedy concerns, and to provide participants with an avenue to report concerns. The slot and bed rate increases proposed in the FY 2024-25 Homeless Initiative Funding Recommendations will provide increased funding for permanent and interim housing sites, which is also expected to contribute to improving safety and quality of life for participants and staff.</p>

Embedding Equity in Homeless Initiative Funded Programs, Services, and Housing

Introduction

Distributing Los Angeles County's (County) homeless resources equitably and reducing homelessness requires the County to grapple with its own policies, practices, and procedures across its service delivery network, both internally and among external partners receiving funding. As the lead funder, convener, and coordinating entity for the County's efforts to end homelessness, the Chief Executive Office - Homeless Initiative (CEO-HI) plays an integral role not only in the distribution of funds but also in other catalytic ways, including departmental service optimization, system coordination, spending alignment, and operationalizing of the emergency declaration for homelessness. This unique role provides a significant opportunity for CEO-HI to embed emerging practices to advance racial equity across policymaking, planning, funding, and service delivery and demonstrate a commitment to the ongoing advancement of equity through its implementation practices.

CEO-HI's New Framework (Framework), approved by the Board of Supervisors on April 11, 2022, focuses on promoting coordination and addressing systemic challenges within the rehousing system, mainstream services, and the County's partnership with cities and local jurisdictions. This Framework is also designed to support establishing the flexibility to catalyze change by responding quickly and appropriately to constantly changing conditions within the homelessness policy context. Along with this discretion comes accountability. As outlined below, CEO-HI is enhancing its efforts to not only rigorously monitor and report on the equitable impact of these activities, but also leverage its authority and the flexibility established through the 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 actualization of the County's commitment to equity.

Expanding Equity in Los Angeles County's Homelessness Response System

The most recent homeless point-in-time count (PIT) data show that an estimated 75,518 people in Los Angeles County experience homelessness on any given night.¹ Though the County's homelessness crisis affects all County residents, persistent gaps across a host of homelessness metrics have yielded significant inequities in access, outcomes, and experiences within the homeless rehousing system. This is most evident in the fact that Black and American Indian Alaska Native residents are 5 times and 7 times more likely than white residents to experience homelessness in the County, while Latino/a/x residents represent both the largest and fastest growing population of those experiencing homelessness.² To address these inequities, an Ad Hoc Committee on Black People Experiencing Homelessness was established in 2018³. Since then, its work has helped lay the foundation for the

¹ <https://www.lahsa.org/data-refresh>

² Analysis by Internal Services Division (ISD) using racially disaggregated data from LAHSA and LBC CoCs' PIT counts combined; these data do not include Glendale and Pasadena CoCs, which comprise only 1% of the total Countywide homeless estimate combined

³ <https://nhhc.org/wp-content/uploads/2019/08/la-black-people-experiencing-homelessness.pdf>

County's broad equity efforts and demonstrated that recommendations for improving outcomes for overrepresented populations will result in overall system improvements, in turn positively impacting all County residents.

Over the past year, CEO-HI partnered with the CEO-Anti-Racism, Diversity, and Inclusion (ARDI) Initiative to collaborate on several equity-based efforts focusing primarily on data, system coordination, and stakeholder engagement. The different stages of this process involved (1) assessing various programs to determine gaps in equitable practices, (2) reviewing the data to determine where the largest disparities exist, and (3) using this knowledge to make necessary adjustments. These efforts, which are either completed, underway, or forthcoming, include:

- Homeless encampment resolution prioritization
- Black People Experiencing Homelessness (BPEH)
- Latino People Experiencing Homelessness (LEH)
- Homeless prevention
- Transitional Age Youth (TAY) workgroup
- One Roof
- Coordinated Entry System Triage Tool Research & Refinement (CESTRR)
- Local jurisdictional equity
- Analysis of the racial equity impact of CEO-HI's programs
- Emergency Declaration for Homelessness, including the Equitable Recruitment and Hiring assessment

CEO-HI funded entities have adopted equity as a core value, including the two largest administrators of CEO-HI funding: the Los Angeles County Department of Health Services (DHS) and the Los Angeles Homeless Services Authority (LAHSA). DHS launched an Equity, Diversity, Inclusion, Antiracism (EDIA) division in December 2020 and recently hired an EDIA Director for the department. The Community Programs (CP) unit of DHS, which includes Housing for Health (HFH), has an interim Chief Engagement and Equity Officer and is finalizing the hire for the permanent position in addition to hiring an equity coordinator. Community Programs created an EDIA Committee (Committee) comprised of 10 members across all programs and two members from community organizations. HFH's EDIA initiatives include completing an EDIA workforce assessment, which informed a plan to address equity issues throughout CP. The EDIA initiatives also include hosting regular EDIA events and forums, assessing HFH equity data, conducting training for leadership, creating an internal SharePoint page for EDIA updates, as well as plans to establish a HFH lived experience community council. The Committee assisted in developing the HFH EDIA new hire orientation, which consists of a 90-minute training to inform new hires on the EDIA framework, concept, and overall initiatives. Finally, HFH uses an equity lens in all of its programmatic work, including the recent Skid Row Action Plan that involved the community in planning for housing, safe services, health care, and harm reduction in the Skid Row neighborhood.

With six full-time equity-focused staff, LAHSA's diversity, equity, and inclusion initiatives include innovative and effective strategies to serve as an institutional change agent to achieve racial equity for the Los Angeles Continuum of Care. Responding to the growing need to ensure equity across all levels of the organization, LAHSA enlisted the services of NIS, a nationally recognized consulting service specializing in evaluating and changing systems for the purpose of racial equity. Their 2021 [report](#) outlines key focus areas for the organization that have already begun and represents LAHSA's continued commitment to eliminate vestiges of historical racism and the persistence of societal bias. LAHSA's next

steps include instituting an ideological framework in which leading with, and centering equity, is a core practice. This theory of change will represent the cornerstone of how LAHSA will continuously approach infusing equity in programs, policies, practices, and procedures. Such a change will mean deconstructing practices that covertly perpetuate disparities; establishing an equity framework that builds the foundation for operationalizing equity; developing an equity decision-making framework that ensures that groups historically marginalized hold power, and shaping their policies and practices to ensure that the disproportionality that affects Black, Indigenous, and people of color (BIPOC) groups is eliminated. While continuing to enhance these framework efforts, LAHSA will continue to implement and advance programs, including the strategic integration and promotion of equity principles in LAHSA's procurement and allocation processes, a partnership with the Harvard Government Performance Lab to address Latino homelessness, and using the effort to model an approach that can be replicated for other marginalized groups, and the continual advancement of efforts related to the Coordinated Entry System Triage Tool Research and Refinement (CESTRR) which has corrected some bias by creating and beginning processes to implement and continue to evaluate a new, more equitable tool and process. Within LAHSA's Equity department, County funding totaling more than \$1.2 million supports these and other initiatives and staff, including supporting workgroups to advance racial equity, equity implementation, and homeless engagement professional development. The funding also supports projects related to faith-based regional coordination, capacity building among service providers, grant writing and program scaling, and domestic violence system alignment.

Embedding an Equity Framework in the Homeless Initiative

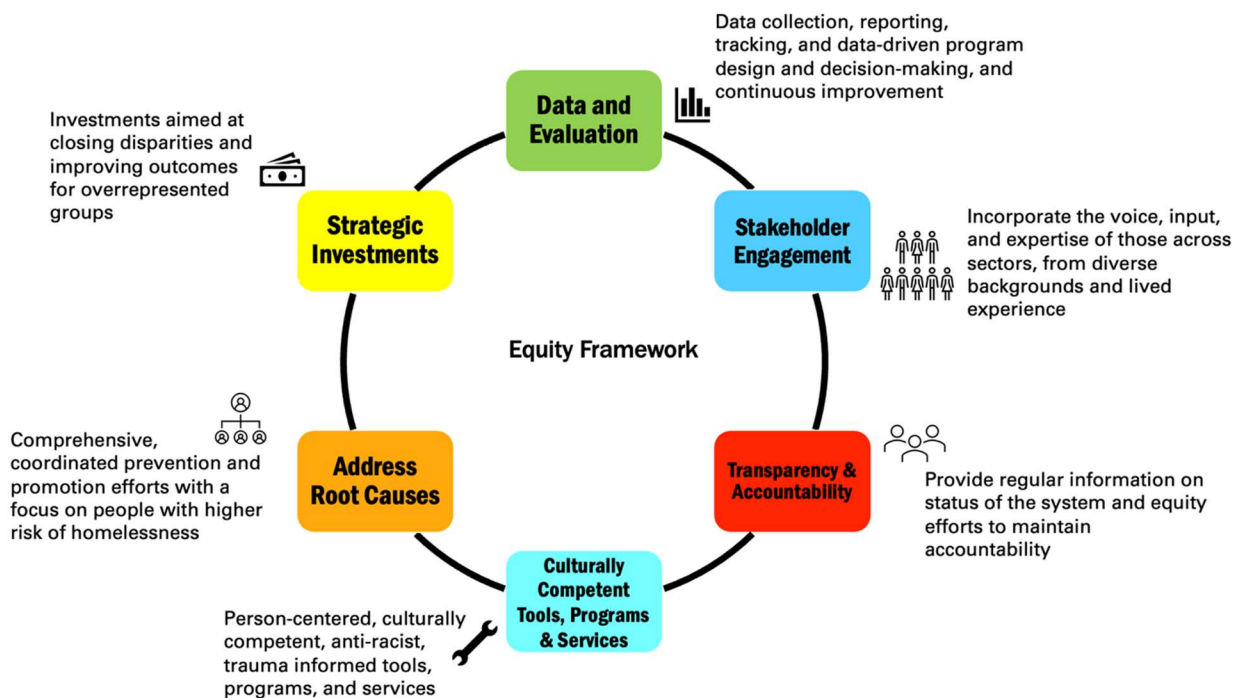
To effectively address homelessness in the County and reduce racially disparate outcomes between groups, we must apply an equity lens to all aspects of the work. When it comes to understanding the difference between equality and equity, we must first acknowledge that institutions and their systems have been intentionally designed to either benefit or exclude certain populations. This has occurred for so long that the outcomes people experience may appear unintentional but are actually rooted in discriminatory practices and beliefs. The definitions of equity and equality may sound alike, but they differ significantly, and the application of one over the other can lead to different outcomes for people affected by the decisions we make.

For instance, "equality" refers to instances where "each individual or group of people is treated the same, given the same resources or expected to take advantage of the same opportunities." "Equity," acknowledges that each person has different circumstances, backgrounds, and starts from a different place. Hence, differences matter and "systems must be balanced to distribute resources and opportunities needed to reach equal outcomes by treating everyone justly according to their circumstances." Racial equity refers to what a genuinely non-racist society would look like. In a racially equitable society, the distribution of society's benefits and burdens would not be skewed by race. "In other words, racial equity would be a reality in which a person is no more or less likely to experience society's benefits or burdens just because of the color of their skin."⁴ This contrasts with the current state of affairs in which a person of color is more likely to live in poverty, be imprisoned, drop out of high school, be unemployed, or experience poor health outcomes like diabetes, heart disease, depression, and other potentially fatal diseases. Racial equity holds society to a higher standard. It demands that we pay attention -- not just to individual-level discrimination but to overall societal outcomes.

⁴ <https://www.aspeninstitute.org/blog-posts/structural-racism-definition/>

To this end, ARDI and CEO-HI have adopted an overarching equity framework that promotes key equity principles and outlines strategies and activities that “drive purposeful, meaningful, and measurable progress” toward preventing and ending homelessness in Los Angeles County.⁵ Figure 1. illustrates ARDI-HI’s equity framework to be integrated into the County’s overall approach and day-to-day practice to ensure the actualization of our commitment to equity in homelessness.

Figure 1. ARDI-HI Overarching Equity Framework



Below, we provide examples of key strategies and activities for each of the key principles included above.

Table 1. Key Equity Principles and Strategies

Key Principles	Key Strategies/Activities
Data and Evaluation	<ul style="list-style-type: none"> - Set racial equity key performance indicators - Evaluate benefit/burdens for each population to identify targeted supports needed for different groups
Strategic Investments	<ul style="list-style-type: none"> - Implement equitable budgeting and contracting processes
Addressing Root Causes	<ul style="list-style-type: none"> - Identify root causes of homelessness - Create frameworks and other tools to determine primary drivers of homelessness - Develop strategies and make investments that directly address these issues
Transparency & Accountability	<ul style="list-style-type: none"> - Ensure all data is reported disaggregated by race and ethnicity

⁵ https://bcsh.ca.gov/calich/documents/action_plan.pdf (p. 5)

	<ul style="list-style-type: none"> - Build and maintain dashboards - Communicate regularly how different groups are faring in the rehousing system
Culturally Competent Tools, Programs, and Services	<ul style="list-style-type: none"> - Gather and utilize qualitative data to develop and change program design to be responsive to the needs of different groups
Stakeholder Engagement	<ul style="list-style-type: none"> - Augment existing community engagement - Co-create and oversee efforts to deepen partnership and accountability

Utilizing a Targeted Universalism Approach

“Homelessness is the result of a complex system of interacting determinants.”⁶ However, due to deep, longstanding, and systemic biases embedded within multiple domains across the life course, Black, American Indian Alaska Native, and Latino/a/x residents are more likely than white residents to experience homelessness. Considering these disparities and a desire to reduce overall homeless rates in the County, ARDI and CEO-HI will use a “Targeted Universalism” approach to define goals, identify strategies, and determine funding. Targeted Universalism refers to a policy approach that involves setting universal goals while implementing targeted strategies to achieve those goals. As an alternative to conventional universalist policies, which often “exacerbate disparities by using a one-size-fits-all framework that fails to address differences between groups,”⁷ Targeted Universalism advances equity using tailored strategies “based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal.”⁸

Figure 2 below outlines the framework’s five-step process.

Figure 2. Five Steps of Targeted Universalism

Step 1	Establish a universal goal based upon a broadly shared recognition of a societal problem and collective aspirations.
Step 2	Assess general population performance relative to the universal goal.
Step 3	Identify groups and places that are performing differently with respect to the goal. Groups should be disaggregated.
Step 4	Assess and understand the structures that support or impede each group or community from achieving the universal goal.
Step 5	Develop and implement targeted strategies for each group to reach the universal goal.

Utilizing this framework, (Step 1) the County would set a universal goal to strive toward such as “*LA County will make homelessness in Los Angeles County a rare, brief, and non-recurring event.*” Next (Steps 2 and 3), an assessment of overall County homeless outcomes, including racially disaggregated homeless

⁶ Marshall, L., & Bibby, J. (2020). A public health approach to homelessness. In *Using Evidence to End Homelessness* (pp. 143-160). Policy Press.

⁷ <https://calmatters.org/california-divide/2022/02/targeted-universalism-racial-inequality/>

⁸ Powell, John, Stephen Menendian and Wendy Ake, (2019) “Targeted universalism: Policy & Practice.” Othering & Belonging Institute, University of California, Berkeley, p. 5 Retrieved from <https://belonging.berkeley.edu/sites/default/files/2022-12/Targeted%20Universalism%20Primer.pdf>

data, would be performed to help the County (Step 4) identify which structural barriers impede different groups from achieving the goal and which supports are necessary for each group to achieve the goal. Finally, (Step 5) the County’s stakeholders will develop and implement the targeted strategies. Since the 2018 Ad Hoc Committee on Black People Experiencing Homelessness, much has been done to identify structural barriers and needed supports for Black, American Indian Alaska Native (AIAN), and Latin/a/o/x people, and much work still needs to be done. The Black People Experiencing Homelessness Implementation Steering Committee (ISC-BPEH) and American Indian/Alaska Native Work Group (AIAN-WG) have prioritized recommendations to further equity for these groups and in 2023, the Latin/a/o/x Work Group was created to formulate recommendations to meet the needs of Latin/a/o/x people experiencing homelessness. The examples in the below table demonstrate how these recommendations support improved outcomes for these groups within the Targeted Universalism framework, as well as highlight specific strategies that ARDI and CEO-HI have undergone or are undergoing to advance equity.

Table 2. Examples of Targeted Universalism Goals and Current Population Specific Implementation Strategies

Population Impacted	Goal	Existing Recommendations	Current Implementation Strategies
All County residents experiencing homelessness	Reduce the number of people experiencing homelessness.	CEO-HI’s New Framework (Framework), approved by the Board of Supervisors on April 11, 2022; promotes coordination and addressing systemic challenges within the rehousing system, mainstream services, and the County’s partnership with cities and local jurisdictions.	<ul style="list-style-type: none"> - Continue investment to increase affordable and supportive permanent housing. - Catalyze, enhance, and reduce barriers to accessing social safety net resources to prevent homelessness. - Implement the Prevention and Promotion Framework. - Launch of Countywide Key Performance Indicators to drive system and policy changes based on performance in alignment with LAHSA’s Key Performance Indicators. - Support ongoing innovation to increase access to interim and permanent housing through addressing barriers to entry such as accessibility, appropriate supportive services, and discrimination. - Increase transparency and accountability by disaggregating all outcomes by race, ethnicity, and other demographics, in online

			dashboards, quarterly reports and annual third-party evaluations.
Black, American Indian Alaska Native, and Latin/a/o/x People	Reduce disproportionality of Black and American Indian Alaska Native people experiencing homelessness and mitigate growth of Latin/a/o/x people experiencing homelessness.	BPEH-ISC, AIAN Work Group, and Latin/a/o/x Work Group Recommendations.	<ul style="list-style-type: none"> - Implement CEO-HI and ARDI Equity Framework in County's homeless response. - Create rehousing system dashboard that tracks outcomes specifically disaggregated by race and ethnicity. - Continue to use Equity Explorer and equity tools to prioritize encampment resolution selection for Pathway Home and the deployment and implementation of other efforts in support of the state of emergency. - Strengthen and include more rigorous PIT procedures and methods to ensure these populations are accurately counted. - Support imminent implementation of the new Coordinated Entry System (CES) Triage Tool that is less biased and processes for continuous analysis and improvement. - Prioritize existing resources and identify additional funding as necessary to ensure provider staff are trained on implicit bias, structural and institutional racism, and cultural competency. - Review redetermination and termination data for County benefit programs disaggregated by race and ethnicity to determine how different groups are being benefited/burdened.

Black People	Reduce the number of Black people entering and experiencing homelessness.	<ul style="list-style-type: none"> - Fund and build capacity for programs that support people who have been incarcerated and who are experiencing homelessness or are at risk of experiencing homelessness. - Increase the quality of housing retention services in permanent supportive housing and rapid rehousing (time-limited subsidies) through trainings (using experienced trainers, including Black trainers and people with lived experience). - All recommendations prioritized by BPEH-ISC can be found here. 	<ul style="list-style-type: none"> - Create BPEH-ISC recommendation dashboard to track progress on implementation of prioritized recommendations. - Strengthen LA RISE and LAHSA employment program to better serve people with criminal backgrounds. - Ensure County staff reflect the populations served through Equitable Recruitment and Hiring. - Improve targeting and advertising strategies for homelessness prevention and Stay Housed LA to ensure that Black people, who have highest rate of evictions⁹, have access. - Continue to center services and not law enforcement in homeless response. - Determine action plan to immediately improve retention rates for Black tenants in time-limited subsidy and permanent supportive housing programs.
American Indian and Alaska Native (AIAN) People	Reduce the number of AIAN people entering and experiencing homelessness.	<ul style="list-style-type: none"> - Ensure the County has the staff, resources, and support necessary to foster relationships with tribal governments. - Increase AIAN serving organizations' access to mainstream systems, including the homeless service delivery system, through policy changes and intentional inclusion. - Recommendations currently being finalized by the AIAN Work Group. 	<ul style="list-style-type: none"> - Adjust County homeless services data collection practices and other mainstream systems to align with best practices for the AIAN population. - CEO-HI to seek a person/people to join HI team with expertise in AIAN culture and services, tribal governments, and land use with assistance from ARDI and LACCNAIC. - Prioritize existing resources and identify additional funding as necessary to train service providers on AIAN cultural

⁹ <https://www.pnas.org/doi/10.1073/pnas.2305860120>

			<p>practices and ensure that programs support and allow for these practices.</p> <ul style="list-style-type: none"> - Ensure organizations serving AIAN population have access to HMIS. - Secure legal expertise through County Counsel regarding tribal law and history to ensure that laws and history are protected and respected. - Increase rehousing system contracts and technical assistance to AIAN-serving organizations.
Latin/a/o/x People	Reduce the number of LEH entering and experiencing homelessness	Recommendations currently being formulated by Latin/a/o/x Work Group.	<ul style="list-style-type: none"> - Ensure all forms are available in Spanish and require contractors to make translated forms readily available. - Prioritize existing resources and identify additional funding as necessary to train service staff on needs of Latin/a/o/x people experiencing homelessness, and the often hidden or underreported nature of this population. - Partner with DPSS to review Medi-Cal and General Relief redetermination and termination data and create action plan to remedy significant impact to Latin/a/o/x people and families.

A Targeted Universalism approach can result in two types of changes: transactional change or transformative change. While transactional change can result in the elimination of a single barrier *within* a structure, enabling more people to achieve the universal goal, transformative change alters the structures and systems that produce certain groups outcomes in the first place.¹⁰ In this way, transformative change is more durable, resulting in greater societal impacts because it addresses the root causes of these challenges, rather than their effects. Incorporating a Targeted Universalism approach that aligns with the equity framework will enable the County to utilize data and evaluation to make strategic investments, address root causes, employ culturally competent tools, and engage stakeholders.

¹⁰ Ibid., p. 7

Next Steps

As we advance into the next fiscal year, ARDI and CEO-HI are prioritizing establishing and implementing the Equity Framework and using Targeted Universalism as a guide for CEO-HI funded programs, services, and housing. In addition, we will advance equity by prioritizing the following action items:

- Perform a landscape analysis of our homeless programs and initiatives to ensure that they are aligned with our key equity principles and best practices;
- Conduct a review of our policies and practices to ensure that equity is prioritized and embedded at every level of our operations and in the way we do our work;
- Conduct a high-level analysis of systemwide performance outcomes to highlight key areas for improvement and identify where we need to strengthen services for groups disproportionately impacted by homelessness;
- Work within and across County departments to implement recommendations from the Ad Hoc Committee on Black People Experiencing Homelessness, the American Indian Alaska Native Workgroup (AIAN-WG), and the forthcoming Latinos Experiencing Homelessness recommendations;
- Create a venue including department leads, decision-makers, stakeholders, and others to facilitate the adoption of the Equity Framework across the County, ensure alignment, increase coordination, and encourage accountability through convenings, trainings, and other activities;
- Develop a series of public-facing dashboards that include racially disaggregated data and other community-centered tools to enhance transparency and accountability, and keep communities updated on the progress being made on homelessness;
- Develop a robust communication strategy to articulate the County's goals on reducing disproportionality and mitigating large increases in people experiencing homelessness;
- Increase stakeholder engagement in utilizing the Countywide Equity Guiding Principles; and
- Provide funding to ARDI to support the implementation of the BPEH recommendations.

These action items not only build on the work accomplished since the passage of Measure H, but they also further our goal of creating more equitable outcomes and instituting more equitable practices in the delivery of homeless services in the County. These next steps will enable the County to build the infrastructure necessary for implementing more complex, longer-term strategies to reduce disproportionality in the homeless population and decrease homelessness overall.