

# HOMELESS POLICY DEPUTIES MEETING AGENDA

**MEETING PARTICIPANTS AND MEMBERS OF THE PUBLIC  
WILL NEED TO CALL INTO THE MEETING**

**Date:** Thursday, October 26, 2023  
**Time:** 2:00 PM  
**Microsoft Teams Link:** [Click here to join the meeting](#)  
**Teleconference Number:** [+1 323-776-6996,,214215956#](#)

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Ivan Sulic, Fourth District
II.	Homelessness Emergency Response Update	Cheri Todoroff, Executive Director, CEO-HI Carter Hewgley, Senior Manager, CEO-HI
III.	Blue-Ribbon Commission on Homelessness, Quarterly Report Update	Cheri Todoroff, Executive Director, CEO-HI
IV.	Items Recommended for Future Discussion	
V.	Public Comment*	

\* Public Comment is limited to one minute. Those interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press \*5 to raise their hand and \*6 to unmute.

**NEXT MEETING: NOVEMBER 9, 2023**

October 26, 2023

# Homeless Initiative

## Homeless Policy Deputies Meeting

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LA County Homelessness Emergency Response Update



Chief  
Executive  
Office.



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# Countywide Encampment Resolution Update

# Support for Inside Safe

Phase	Status (29 Total Operations)	County Support Includes
<b>Planning</b>	<p><u>8 operations we are collaboratively planning:</u></p> <ul style="list-style-type: none"> <li>• 4 operations in SD1 (one in OCT, one in NOV)</li> <li>• 2 operations in SD2 in (one in NOV, one in DEC)</li> <li>• 1 operation in SD3 (NOV)</li> <li>• 1 joint Pathway Home operation with no date in SD4</li> <li>• 1 operation with no date in SD5</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination and Planning Support from CEO-HI</li> <li>• Jurisdictional Mapping support from DPW</li> <li>• Outreach/Engagement Support from DHS's MDT Teams</li> <li>• Collaborative resource-sharing conversations when encampment is split across jurisdictional boundaries</li> </ul>
<b>Response</b>	<p><u>1 operation this week in SD2 and SD3:</u></p> <ul style="list-style-type: none"> <li>• Two Cities               <ul style="list-style-type: none"> <li>• City of LA (CD5 and CD11)</li> <li>• Culver City</li> </ul> </li> <li>• St Joseph Center and First to Serve are the Interim Housing Providers at four sites</li> <li>• Amended County Funding Agreement to support IH</li> </ul>	<ul style="list-style-type: none"> <li>• MDT Teams are often the lead Outreach providers for the operation</li> <li>• MDT teams do harm reduction and overdose reversals if needed</li> <li>• Measure H Funded Providers are usually the leads for interim housing</li> <li>• DMH, DHS, and DPH are always on standby for unmet needs where HOME teams or Mobile Clinics may be requested by the MDT team</li> <li>• DPW does debris and property removal when County property is involved</li> </ul>
<b>Stabilization</b>	<p><u>28 operations in the stabilization phase:</u></p> <p>SD1: 3 Operations (189-225 days in)</p> <p>SD2: 9 Operations (90-268 days in)</p> <p>SD3: 11 Operations (22-295 days in)</p> <p>SD4: 1 Operation (147 days in)</p> <p>SD5: 3 Operations (230-309 days in)</p>	<ul style="list-style-type: none"> <li>• DHS mobile clinic can visit motels to ensure continuity and connection to care</li> <li>• Interim Housing Step-by-Step Guide</li> <li>• Guide to Accessing County Services for Inside Safe sites (DRAFT)</li> <li>• Deploying Interim Housing Support teams as available/requested</li> <li>• Connecting residents to mainstream benefits</li> <li>• Participating in Service Connection Events</li> <li>• Collaborating with interim provider on referrals to higher levels of care</li> </ul>
<b>Mitigation</b>	<p>6 Service Connection Events Held, 10 being planned</p> <ul style="list-style-type: none"> <li>• 4 focused on Inside Safe so far</li> </ul>	<ul style="list-style-type: none"> <li>• MDT teams continue to conduct outreach at targeted sites to engage residents and get them into care and safety</li> <li>• The County may install fencing in flood control and fire danger zones</li> </ul>

# What's next for Pathway Home?

## Service Connection Events:

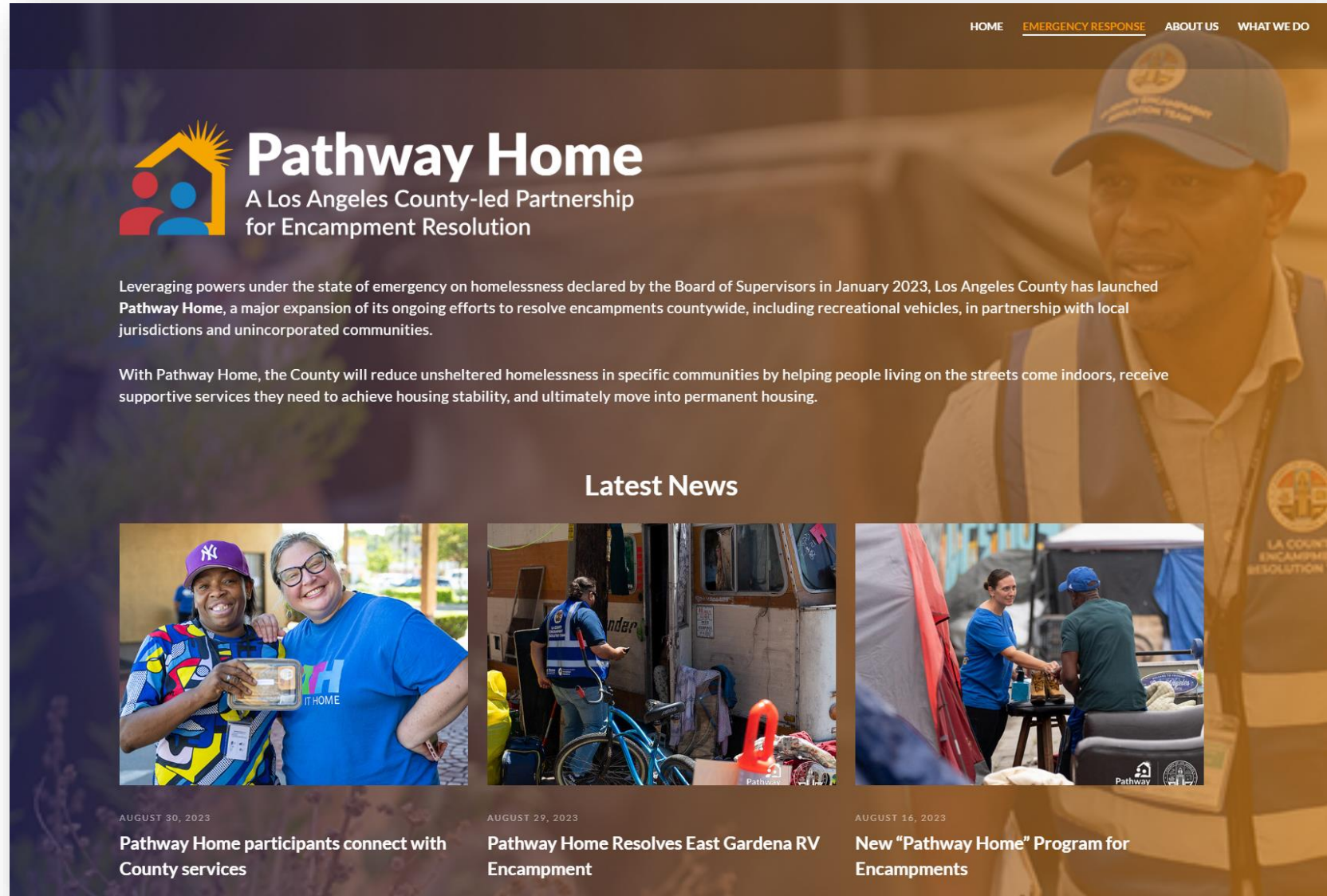
- City of Los Angeles (SD1) (11/6)
- City of Los Angeles (SD1) (11/15)
- City of Los Angeles (SD3) (11/30)

## Resolutions in the Response Phase:

- City of Hawthorne (SD2) - TODAY
- Tropical Storm Hilary Evacuees (SD1)

## Resolutions in the Planning Phase:

- City of Pomona (SD1)
- Unincorporated East Gardena (SD2)
- City of Compton (SD2)
- City of Santa Monica (SD3)
- City of Lynwood (SD4)
- Metro Partnership



The screenshot shows the Pathway Home website homepage. At the top right, there is a navigation menu with links for HOME, EMERGENCY RESPONSE, ABOUT US, and WHAT WE DO. The main header features the Pathway Home logo, which consists of a stylized house icon with a sunburst above it and the text 'Pathway Home' in a large, bold font. Below the logo, it reads 'A Los Angeles County-led Partnership for Encampment Resolution'. A large background image of a man in a blue cap and vest is visible on the right side of the page. Below the header, there is a paragraph of text: 'Leveraging powers under the state of emergency on homelessness declared by the Board of Supervisors in January 2023, Los Angeles County has launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities.' Below this is another paragraph: 'With Pathway Home, the County will reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing.' The 'Latest News' section is located below the text and contains three news items, each with a photo and a caption. The first news item is dated AUGUST 30, 2023 and is titled 'Pathway Home participants connect with County services'. The second news item is dated AUGUST 29, 2023 and is titled 'Pathway Home Resolves East Gardena RV Encampment'. The third news item is dated AUGUST 16, 2023 and is titled 'New "Pathway Home" Program for Encampments'.

HOME EMERGENCY RESPONSE ABOUT US WHAT WE DO

## Pathway Home

A Los Angeles County-led Partnership for Encampment Resolution

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

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

### Latest News

**AUGUST 30, 2023**  
Pathway Home participants connect with County services

**AUGUST 29, 2023**  
Pathway Home Resolves East Gardena RV Encampment

**AUGUST 16, 2023**  
New "Pathway Home" Program for Encampments

# Pathway Home Service Connection Events



# Thank you.



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# Homeless Initiative

## Homeless Policy Deputes' Meeting

**Blue-Ribbon Commission on Homelessness (BRCH)  
Quarterly Report Update**



**Chief  
Executive  
Office.**



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# BRCH Background

- **May 3, 2022**, the Board adopted the seven recommendations approved by the Blue-Ribbon Commission on Homelessness (BRCH)
  - In that same meeting, the Board also approved a motion on Implementing a New Framework to End Homelessness in the County
  - This motion included two directives with reports back to the Board that overlap with several directives under the BRCH recommendations
- **Aug 30, 2022**, CEO-HI released the first Quarterly Report
- **May 12, 2023**, CEO-HI released the second Quarterly Report
- **Sept 5, 2023**, CEO-HI released the third Quarterly Report

# Snapshot: BRCH Directives Update

<b>Directive 1: Create a County Entity and Identify a County Leader</b>		<b>Directive 4: Continuum of Care Governance (Modify CoC leadership)</b>	
<b>1a:</b> County entity for homelessness.	<b>IN PROGRESS</b>	<b>4:</b> Options to consolidate the LAHSA Commission, CoC Board, and CES Policy Council into a single body.	<b>COMPLETED</b>
<b>1b:</b> Convene work groups.	<b>COMPLETED</b>	<b>Directive 5: Improve LAHSA Operations</b>	
<b>1c:</b> Convene regional committees of unincorporated areas and cities.	<b>COMPLETED</b>	<b>5a:</b> Develop policies defining decision-making responsibilities within LAHSA.	<b>COMPLETED</b>
<b>1d:</b> Integrate the faith-based community.	<b>COMPLETED</b>	<b>5b:</b> Report back on the feasibility of establishing an Operations Team to be embedded in LAHSA.	<b>COMPLETED</b>
<b>Directive 2: Measure H/Local Solutions</b>		<b>Directive 6: Data and Metrics</b>	
<b>2a(i):</b> Establish the Local Solutions Fund.	<b>COMPLETED</b>	<b>6a:</b> Better facilitate data input, sharing, access, and reporting of data. Provide centralized information technology and data governance. Review and revise existing metrics of success and tools for accountability.	<b>IN PROGRESS</b>
<b>2a(ii):</b> Develop a method for tracking homelessness dollars.	<b>IN PROGRESS</b>	<b>6b:</b> Report on outcomes supported by funds earmarked for homeless programs and align the allocation with programs that are successful.	<b>IN PROGRESS</b>
<b>2b:</b> Review and revise metrics of success.	<b>IN PROGRESS</b>	<b>Directive 7: Executive-Level Action Team</b>	
<b>Directive 3: Streamline LAHSA</b>		<b>7:</b> Encourage philanthropy to convene a small, to discuss setting interim goals requiring urgency to expedite homeless solutions.	<b>IN PROGRESS</b>
<b>3a:</b> Feasibility of transitioning Measure H strategies, from LAHSA to the County entity.	<b>COMPLETED</b>		
<b>3b:</b> Consider appointments to County's five seats on the LAHSA Commission.	<b>COMPLETED</b>		

# Directive 1: Create a County Entity and Identify a County

## Leader

**1a:** Coordinate with County Counsel, Auditor-Controller, Internal Services Department, and others as necessary to analyze and provide a recommendation for the form and structure of the county entity for homelessness matters within the County. Such analysis shall consider, but not be limited to, funding impacts, staffing needs, organizational plan, the duties and functions for such an entity, and any necessary changes in the law to effectuate the establishment of this County entity. The report should clearly outline how to provide the entity sufficient authority to oversee homelessness funding and strategies beyond Measure H. It should also delineate the relationship between the County entity and other entities that administer homeless funding, including County Departments, Continua of Care (including LAHSA), cities, Councils of Government, and the Los Angeles Development Authority (LACDA). The analysis should address how the entity shall focus on prevention, rehousing, housing acquisition, access to medical care, including care for mental health and substance abuse disorders, accountability for timely contracting and payments, urgent access to services (e.g., 24/7 outreach and housing services, including on weekends, from a single-point-of-contact phone number). The analysis should include the possibility of expanding the role of an existing County office or department to execute the functions of this new entity.

### Update

- BOS declared a local state of emergency for homelessness and identified CEO-HI as the lead
- BOS directed the CEO to report back on the necessary organizational changes and resources required to assume this leadership role.
  - CEO recommended that three new sections be added to the CEO-HI – County Operations, Local Jurisdiction Coordination, and Communications.
  - BOS approved 20 new positions to support these functions in the FY 2023-24 Final Changes Budget. Most of these positions have been hired or have start dates and the new sections are fully functioning.
  - This expansion has allowed the CEO-HI to step into many of the County entity roles as envisioned by the BRCH report.

### Next Steps

The CEO is continuing to analyze the form, structure, and level of authority of the County entity in light of these recent developments.

**IN  
PROGRESS**

# Directive 2: Measure H/Local Solutions Fund

**2a(ii):** Develop a method for tracking the expenditure of Measure H funds and other County homelessness dollars by County departments, LAHSA, and LACDA on a city-by-city basis.

**IN  
PROGRESS**

## Update

- CEO-HI has collected Measure H contract information for outreach/interim housing/permanent housing and other services.
  - Data is now being analyzed to produce a report on Measure H funding by city when services are provided at the city level, and by Service Planning Area when services are supporting regional efforts.

## Next Steps

- CEO-HI will complete the report on Measure H funding and services by city/SPA by early fall.

# Directive 2: Measure H/Local Solutions Fund

**2b:** Review and revise the existing goals and metrics that determine the success of County funded homeless programs and ensure that County Departments, LAHSA, and LACDA programmatic oversight aligns with those goals.

Efforts Detailed Under Directives 6a and 6b.

**IN  
PROGRESS**

# Directive 6: Data and Metrics

**6a:** Analyze data system infrastructure improvements as well as financial investments that are necessary to better facilitate data input, sharing, access, and reporting of data. Provide centralized information technology and data governance to the extent necessary to observe whether County clients are experiencing homelessness and whether County clients are enrolled in homelessness services across all County data systems and information technology. Review and revise existing metrics of success and tools for accountability for homeless service programs within the County, including an outline for getting system-wide buy-in on those metrics of success and tools for accountability.

## Update

- CEO-HI and CIO launched the Executive Steering Committee (ESC) which oversees the implementation of the BRCH data recommendations and acts as the central IT and data governance body for the County.
- State law AB977 requires LAHSA, DHS HFH, and DMH to report their client enrollments in homelessness services into the HMIS.
- The HMIS Access Policy passed the CoC HMIS subcommittee on August 23, 2023. LAHSA sought approval of the full CoC Board at the meeting on September 13, 2023. This policy includes provisions on HMIS access for cities and other organizations who provide or coordinate services.

## Next Steps

- The County will undertake a requirements process with support of a consultant to achieve an integrated data infrastructure.
- CEO-HI will collaborate with departments and LAHSA to identify opportunities to spend the most restrictive funds first and use Measure H more nimbly.
- As a part of AB 977 compliance, CIO, DHS and DMH are working to ensure the relevant data are transformed and transferred to HMIS with completion expected by the end of FY 2023-24.

**IN  
PROGRESS**

# Directive 6: Data and Metrics

**6b:** Until a county entity is established, annually report on outcomes associated with programs supported by funds earmarked for homeless programs and align the allocation of such funds with programs that are successful.

## Update

- LAHSA has been generating System Key Performance Indicators (KPIs) using HMIS data, reporting out quarterly since March 2023.
- The ESC KPI workgroup adopted a framework for detailed refinement for the first set of Countywide System KPIs at the August meeting which will be generated through the CIO's Information Hub.
- CEO-HI, CIO, LAHSA, and California Policy Lab (CPL) met to discuss the process and timeline for producing KPIs that can be broken out by geographic area, including at the city and SPA areas.

## Next Steps

- Data integration is crucial to generating Countywide KPIs
- CEO-HI is working to identify which data sources are needed to provide a full picture of all homeless programming and to account for all homeless programming, the KPIs must draw on data systems other than just HMIS data. To do this, the County will link and integrate its data sources within a data architecture that supports regular extracts, linkages, and reconciliation, as overseen by the ESC.

**IN  
PROGRESS**

# Directive 7: Executive-Level Action Team

**7:** Encourage philanthropy to convene a small, no more than 10-person group of executive-level leaders representing Los Angeles County, its 88 cities, the State, and other relevant stakeholders. We further encourage, within 30 days this “centering forum” of leadership discuss setting interim goals requiring urgency to expedite homeless solutions for consideration and review by the BOS as well as establishing a unified ask to the state of California for help in expediting these solutions.

## Update

- In the May 12, 2023, quarterly report the CEO recommended proceeding with the development of the executive committee and leadership table. On August 8, 2023, the Board of Supervisors approved a motion directing the CEO to:
  - a. Establish an Executive Committee of elected officials.
  - b. Partner with philanthropy to establish the Leadership Table to act as an advisory body supporting the work of the Executive Committee.
  - c. Work with the City of LA to negotiate changes to the LAHSA JPA governance structure including Commission, CoC, and Policy Council composition, responsibilities, and decision-making authority, including potential consolidation; How small cities are represented within the governance structure; and Recommendations regarding budget contributions and funding allocations by member organizations and from specific revenue sources.

## Next Steps

- The CEO will prepare and implement workplans to establish the Executive Committee, partner with philanthropy to establish the Leadership Table, and work with the City of Los Angeles to negotiate changes to the LAHSA JPA governance structure.

**IN  
PROGRESS**





Thank you.

# Directive 2: Measure H/Local Solutions Fund

**2b:** Review and revise the existing goals and metrics that determine the success of County funded homeless programs and ensure that County Departments, LAHSA, and LACDA programmatic oversight aligns with those goals.

Update Continued

Next Steps

- To begin generating Countywide KPIs, CIO is working with CPL, County departments, and LAHSA to link and integrate its data sources within a data architecture that supports regular extracts, linkages, and reconciliation, as overseen by the ESC.
- The County will undertake a requirements process with support of a consultant that maps the existing data landscape, gathers information from key system leaders, and identifies solutions to achieve an integrated data infrastructure.
- During an upcoming phase of the work to earmark funds for homeless services, CEO-HI will collaborate with departments and LAHSA to maximize flexibility and utilization by identifying opportunities to spend the most restrictive funds first and use Measure H more nimbly.
- As a part of the County's efforts to comply with AB 977, CIO is working with DHS and DMH to ensure the relevant data are appropriately transformed and transferred from DHS/CHAMP to HMIS. This process will occur in two phases, the second of which will leverage a DHS/HFH API to enable more efficient County-to-State data transfers in the future. This effort is in full swing with completion expected by the end of FY 2023-24.

**IN PROGRESS**