

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, January 11, 2024
Time: 2:00 PM
Location: Kenneth Hahn Hall of Administration
500 West Temple St., Room 374-A
Los Angeles, CA 90012

For members of the public who wish to join virtually or over the phone, please see below:

Microsoft Teams Link: [Click here to join the meeting](#)
Teleconference Number: [+1 323-776-6996,,562027719#](#)

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Amy Perkins, Third District
II.	Draft Homeless Initiative Funding Recommendations FY 2024-25	Cheri Todoroff, Executive Director, CEO-HI
III.	Items Recommended for Future Discussion	
IV.	Public Comment*	

* Public Comment is limited to one minute. Those joining virtually 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: JANUARY 25, 2024



Chief
Executive
Office.



County of Los Angeles
**Homeless
Initiative**

Homeless Initiative

Draft FY 2024-25 Funding Recommendations

January 11, 2024



AGENDA

- 1. About the Homeless Initiative**
- 2. Stakeholder Engagement Process**
- 3. Board Letter**
- 4. Embedding Equity in the Homeless Initiative**
- 5. FY 2024-25 Draft Funding Recommendations**
- 6. Funding Recommendations Timeline**



County of Los Angeles
**Homeless
Initiative**

Los Angeles County Homeless Initiative

ABOUT THE HOMELESS INITIATIVE

The Homeless Initiative is the central coordinating body for Los Angeles County's effort to expand and enhance services for people experiencing or at risk of homelessness.

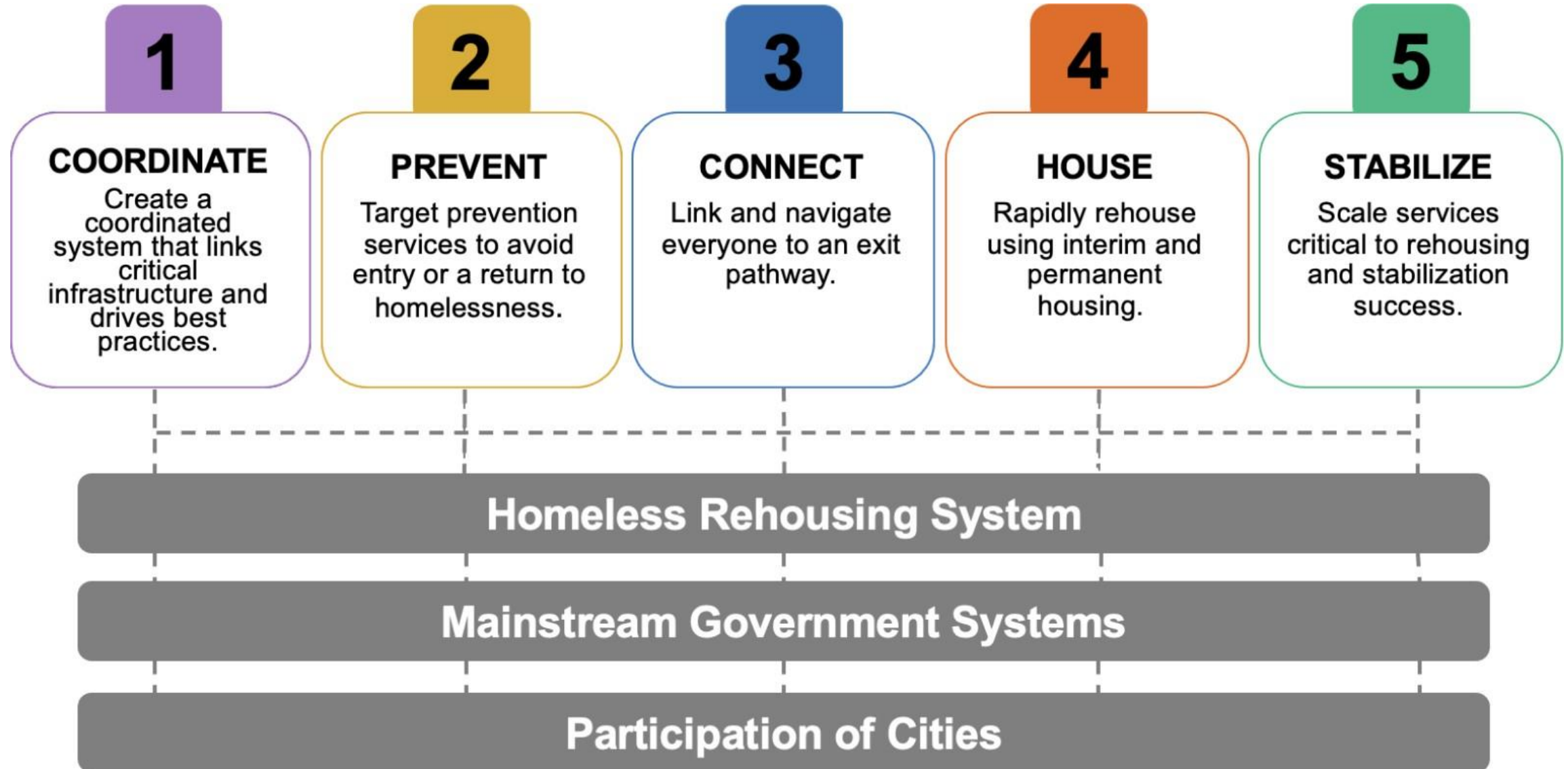


- Created by the Board of Supervisors in August 2015
- Part of the County's Chief Executive Office
- Administers funding to address housing and homelessness, including Measure H and state HHAP funds
- Implementing a new Framework since Board of Supervisors unanimous approval in May 2022

FOCUS OF CEO-HI FRAMEWORK

- Increasing **permanent housing** placements
- Improving flow through the rehousing system, more effectively **moving people from street to housing**
- Serving **people with complex challenges**
who face barriers exiting homelessness
- Expanding collaborative partnerships with
cities and Councils of Governments

CEO-HI FRAMEWORK: FIVE PILLARS



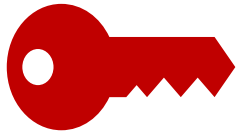
DECLARATION OF HOMELESS EMERGENCY

Proclaimed January 10, 2023

Under the State of Emergency, the County allows for:

- Faster, more streamlined housing creation
- Expanded services
- More effective and efficient use of funds
- Expedited contracting and procurement and accelerated hiring
- Coordinated efforts with State and Federal governments, Cities within LA County lead by CEO-HI

FOUR PEH MISSIONS



**ENCAMPMENT
RESOLUTION**

1



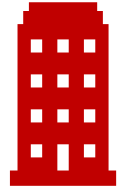
HOUSING

2



**MENTAL HEALTH
AND
SUBSTANCE USE
DISORDER**

3



**EVICTON
PREVENTION**

(ADDED OCT 2023)

4



County of Los Angeles

**Homeless
Initiative**

FY 2024-25 Community and Stakeholder Engagement Process

COMMUNITY AND STAKEHOLDER LISTENING SESSIONS

The Homeless Initiative 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.

On December 11, 2023, the CEO-HI publicly released the draft proposed funding recommendations, which initiated a two-week public comment period and included a public information webinar.

Simultaneously, the Homeless Initiative met with core funding partners including **DCFS, DEO, DHS, DMH, MVA, PD, DPH, DPSS, LAHSA and LACDA** to collaboratively discuss FY 2024-25 funding needs.



County of Los Angeles

**Homeless
Initiative**

Board Letter

BOARD LETTER

IT IS RECOMMENDED THAT THE BOARD:

1. Approve FY 2024-25 **Measure H funding in the amount of \$587,202,000** and conditionally approve State Homeless Housing, Assistance and Prevention Program **(HHAP) Round 5 funding, in the amount of \$85,120,000** included in the funding recommendations for Measure H-eligible CEO-HI strategies. 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 \$85,120,000, and **accept the HHAP Round 5 funds from the State.**

BOARD LETTER

IT IS RECOMMENDED THAT THE BOARD:

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.
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.



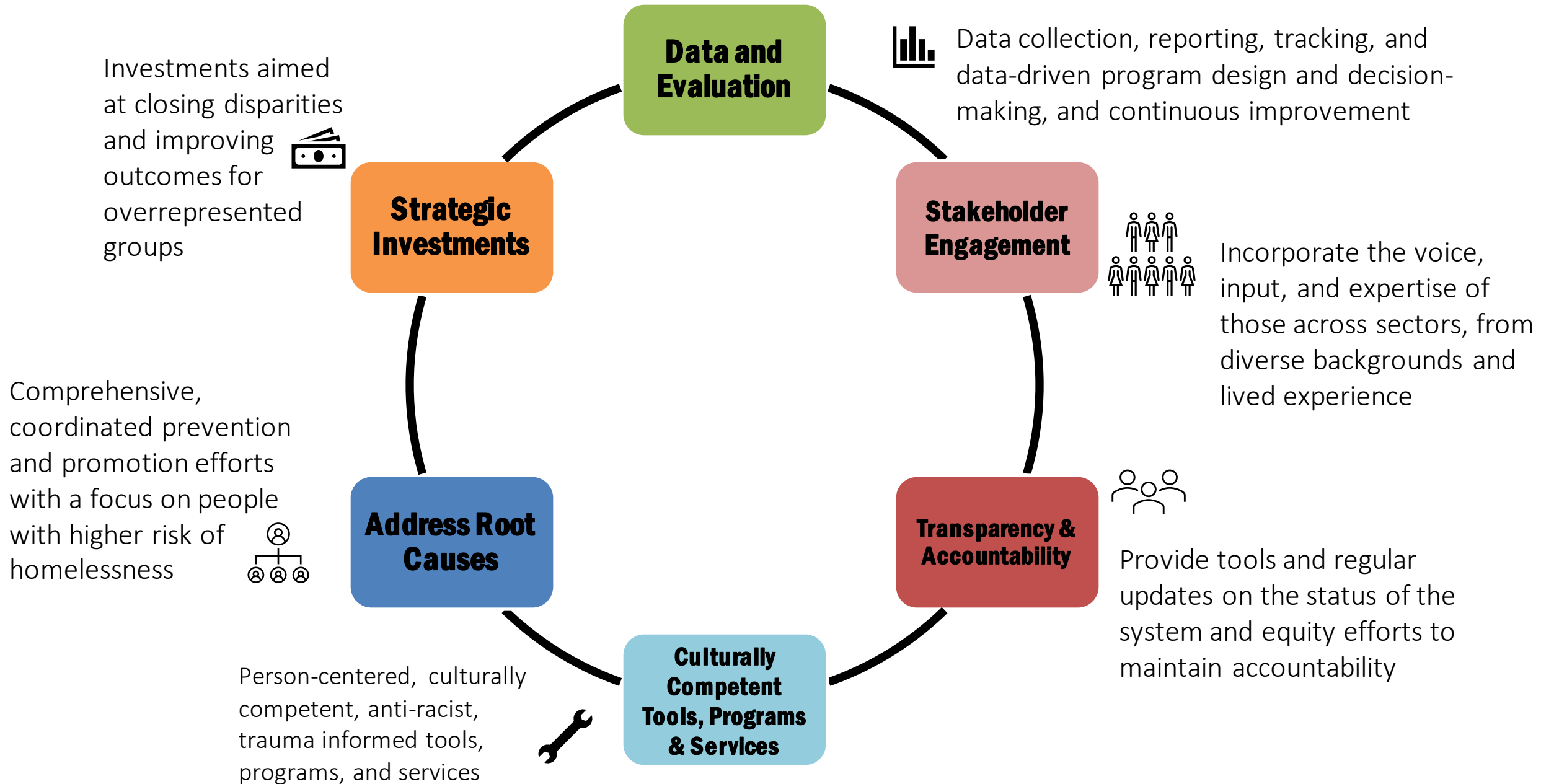
County of Los Angeles

**Homeless
Initiative**

Embedding Equity in the Homeless Initiative

D'Artagnan Scorza, Ph.D.
Executive Director, Anti-racism, Diversity and Inclusion
(ARDI) Initiative

ARDI-HI Equity Framework: Key Principles



Prevention Ecosystem of Homeless Systems and Affected Populations

Affected Populations

Existing Structures/Interventions

All Residents

The approximately 10 million people residing in Los Angeles County

People at Higher Risk of Homelessness

Individuals & families with **unmet needs**: economic, housing, physical health, behavioral health, substance use disorder, etc.

People at Imminent Risk of Homelessness

Individuals & families who experience persistent housing instability

People Currently Homeless

Individuals & families experiencing homelessness (sheltered and unsheltered)

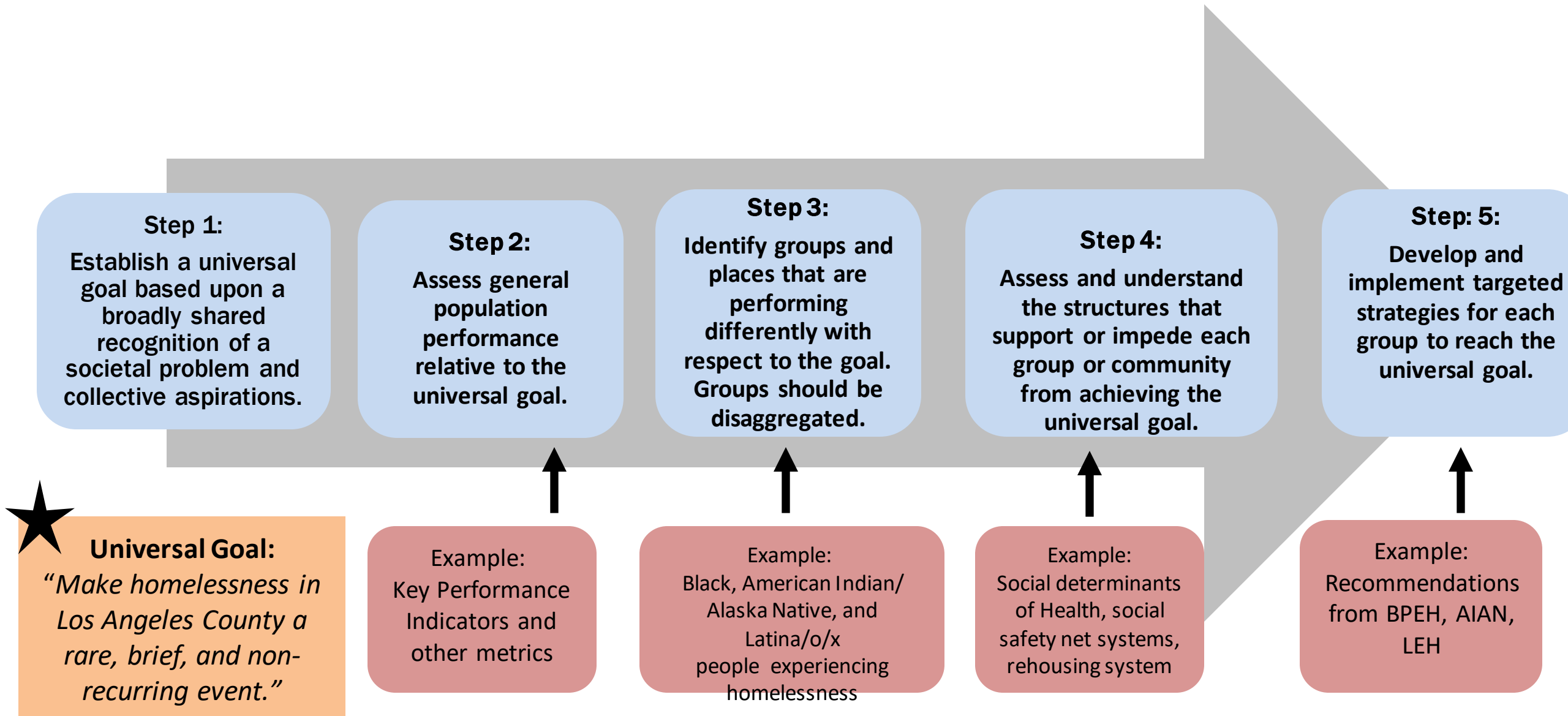
Social Determinants of Health:
access to economic opportunities, health care, education, safe communities, affordable housing, etc.

Social Safety Net System:
CalWorks, CalFresh, Medi-Cal, Supplemental Security Insurance (SSI), Earned Income Tax Credit (EITC), etc.

Homeless Prevention:
rental assistance, eviction prevention, etc.

Crisis Response System:
LAHSA, DHS, DMH, DPH, homeless services providers

Targeted Universalism Framework



Utilizing the Targeted Universalism Framework

Population Impacted	Goal	Strategies
All County Residents Experiencing Homelessness	Reduce the number of people experiencing homelessness	<ul style="list-style-type: none">- Provide stable housing for LA County residents.- Fund homelessness prevention through the use of rental assistance and legal services.- Provide outreach to people experiencing street homelessness to connect them to services and housing.
Black People Experiencing Homelessness	Reduce the Number of Black people experiencing homelessness	<ul style="list-style-type: none">- Start an employer incentive pilot hiring people with a history of incarceration.- Make homeless services resources more transparent and accessible.- Increase homeless prevention and mainstream system resources provided by Stay Housed LA.- Increase the number of people with lived experience working in the homeless services sector by strengthening LA RISE and LAHSA employment program.
American Indian Alaska Native Population	Reduce the number of AIAN people experiencing homelessness	<ul style="list-style-type: none">- Ensure the County has the staff, resources, and support necessary to foster relationships with tribal governments.- Adjust County homeless services data collection practices and other mainstream systems to align with best practices for the AI/AN population.- Increase AI/AN serving organizations' access to mainstream systems, including the homeless service delivery system, through policy changes and intentional inclusion.
Latino People Experiencing Homelessness	Reduce the number of Latino people experiencing homelessness	<ul style="list-style-type: none">- Strengthen and include more rigorous PIT procedures and methods.- Hire more Latino/a/x homeless services staff.- Incorporate more culturally competent tools.

Next Steps: Key Equity Action Items for Next Fiscal Year

- Landscape analysis of homeless programs and initiatives to ensure alignment with key equity principles
- Review of policies and practices to ensure equity is prioritized and embedded at every level of our operations and day-to-day practices
- High-level analysis of systemwide performance outcomes; highlight key areas for improvement and identify where services for groups disproportionately impacted by homelessness needs to be strengthened
- Implement recommendations from the Ad Hoc Committee on Black People Experiencing Homelessness, the Alaska Native Workgroup (AIAN-WG), and the forthcoming Latinos Experiencing Homelessness recommendations
- Facilitate the adoption of the Equity Framework across the County to ensure alignment, increase coordination, and encourage accountability through convenings, trainings, and other activities
- Public-facing dashboards with racially disaggregated data and other community-centered tools to enhance transparency and accountability
- Increase stakeholder engagement in utilizing the Countywide Equity Guiding Principles
- Provide funding to support the implementation of the strategies



County of Los Angeles
**Homeless
Initiative**

Draft FY 2024-25 Funding Recommendations:

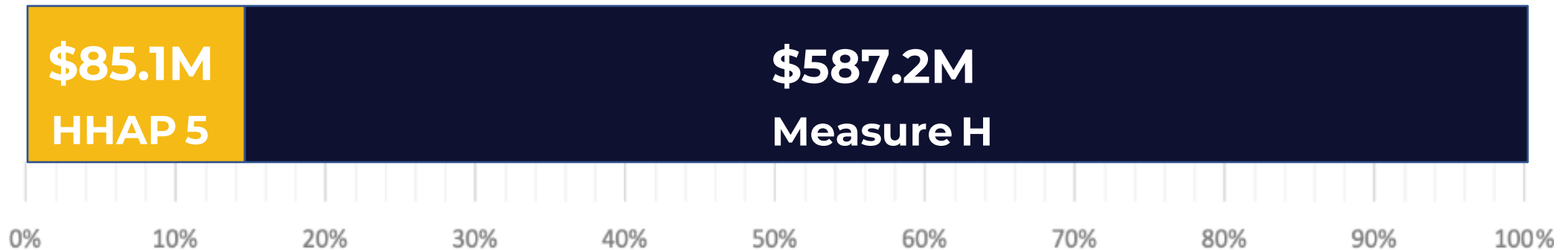
OVERVIEW

FY 2024-25 FUNDING RECOMMENDATIONS

Funding Sources

Measure H is the $\frac{1}{4}$ -cent sales tax approved by 70% of Los Angeles County voters in March 2017, creating a 10-year revenue stream (2017- 2027).

The **State of California's HHAP Grant** supports regional coordination and expands and develops local capacity to address immediate challenges related to homelessness.



TOTAL FOR APPROVAL
\$672.3M

FY 2024-25 FUNDING RECOMMENDATIONS

Measure H One-Time Investments

An allocation plan for ***one-time investments*** into the FY 2024-25 Homeless Initiative spending plan ***for approved Board motions*** where CEO-HI was directed to identify funding sources for these projects, or which were identified by CEO-HI as ***critical unfunded programs or commitments*** that would strengthen implementation of the New Framework to End Homelessness in Los Angeles County.

TOTAL FOR APPROVAL
\$51,975,000M

FY 2024-25 FUNDING RECOMMENDATIONS

Pathway Home

This represents the ***proposed budget to fund Pathway Home encampment resolution efforts, inclusive of Recreational Vehicle*** encampment resolution, in FY 2024-25.

TOTAL FOR APPROVAL
\$58,700,000



County of Los Angeles

**Homeless
Initiative**

Draft FY 2024-25 Funding Recommendations:

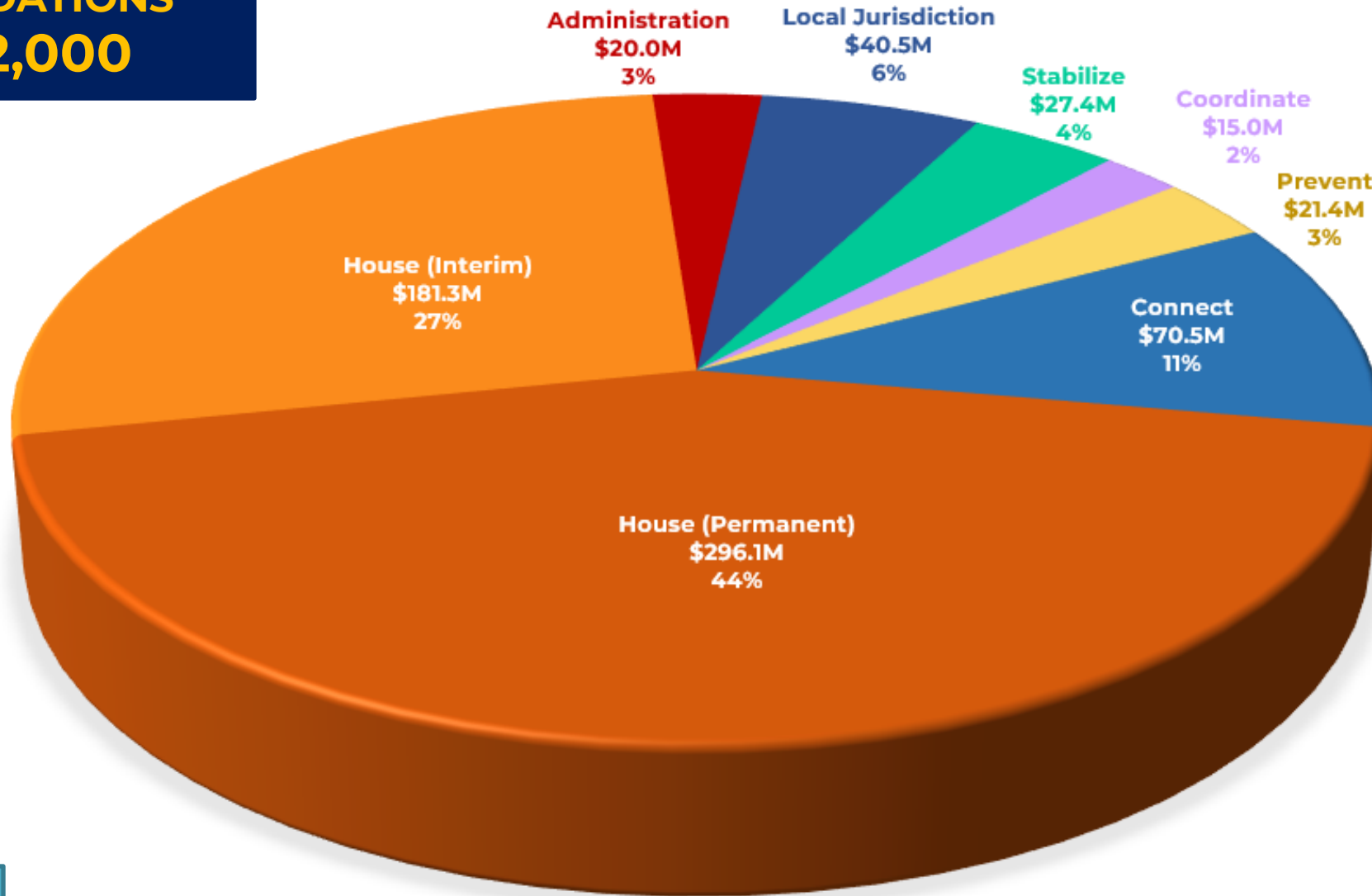
BY PILLAR

Funding Principles

Funding discussions and recommendations were designed within and guided by the following:

- Prioritize funding for resources and programs core to an effective system to address and prevent homelessness that drives flowthrough and emphasizes permanent housing solutions
- Focus on continually improving outcomes
- Maximization of investments and infrastructure that we've already made and that is achieving desired impacts
- Recognition that the systems to address and prevent homelessness are not entirely reliant on these funding sources, and that more restrictive and time-bound funding should be expended first.

FY 2024-25 PROPOSED FUNDING RECOMMENDATIONS \$672,322,000



1

COORDINATE

Create a coordinated system that links critical infrastructure and drives best practices.

2

PREVENT

Target prevention services to avoid entry or a return to homelessness.

3

CONNECT

Link and navigate everyone to an exit pathway.

4

HOUSE

Rapidly rehouse using interim and permanent housing.

5

STABILIZE

Scale services critical to rehousing and stabilization success.

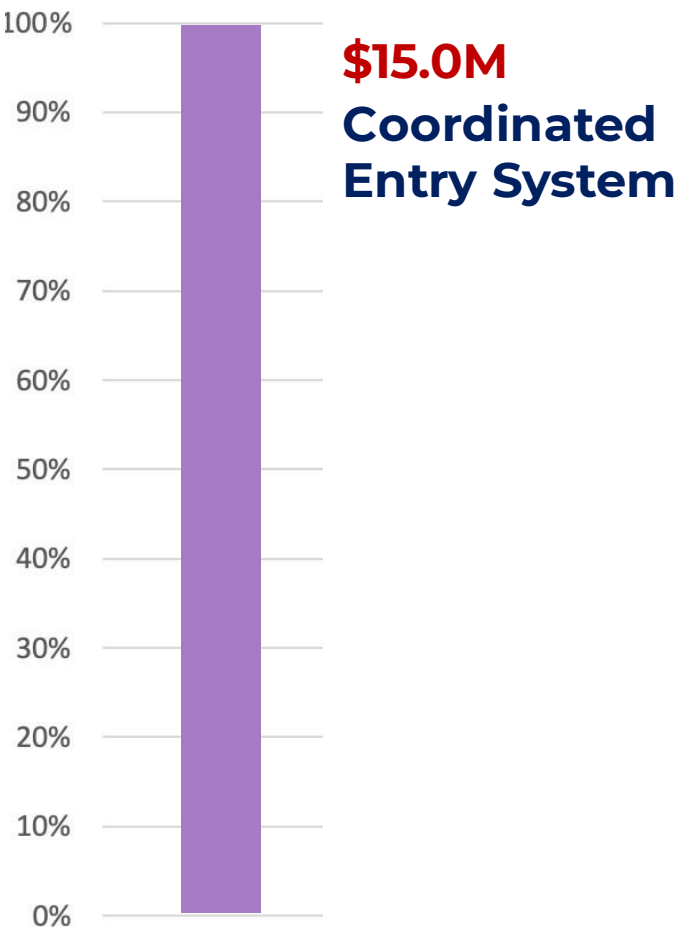
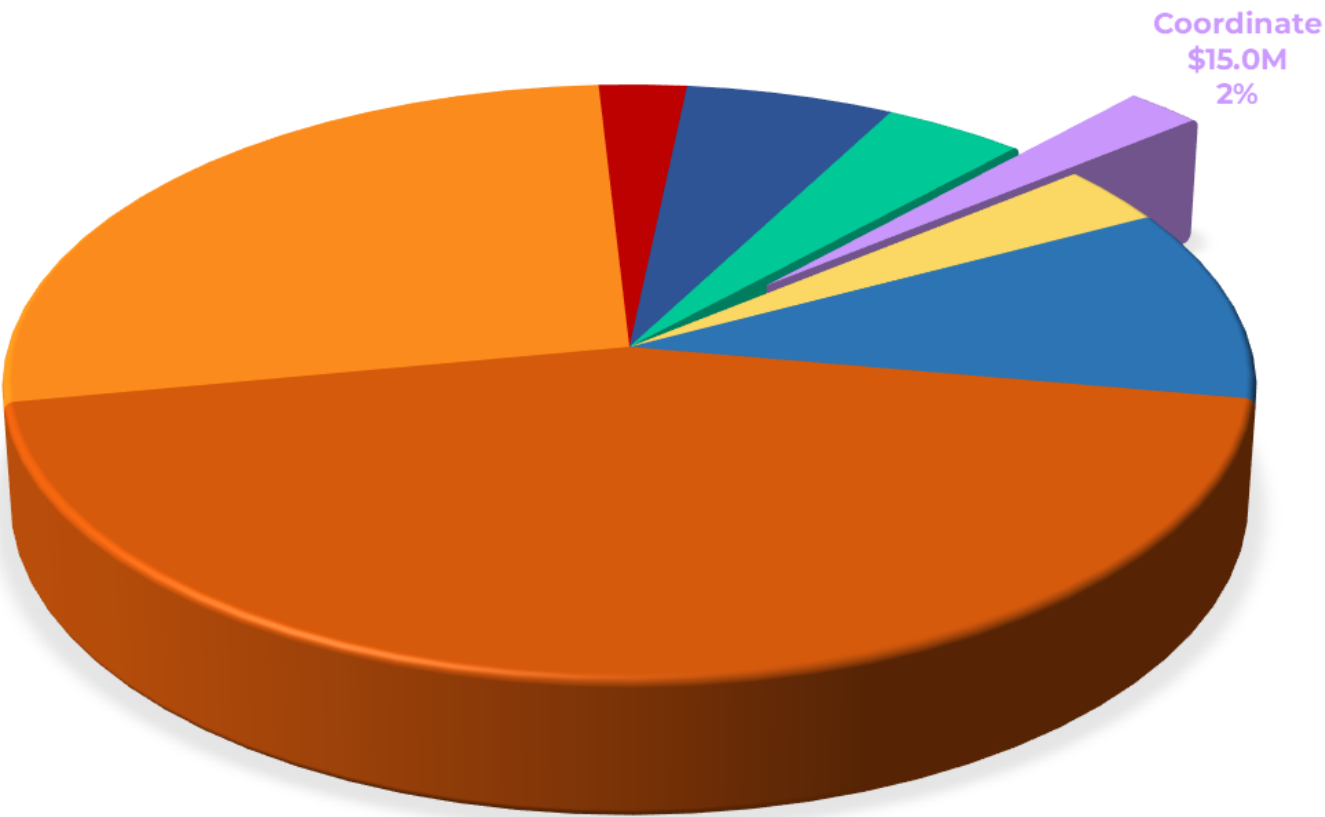
Framework Pillars	FY 23-24 Total Base Allocation* (Final Adopted)	FY 24-25 Proposed Allocation**	Change from FY 23-24 to FY 24-25
Coordinate	\$14,083,000	\$15,015,000	\$932,000
Prevent	\$20,932,000	\$21,436,000	\$504,000
Connect	\$57,813,000	\$70,501,000	\$12,688,000
House	\$452,330,000	\$477,477,000	\$25,147,000
Stabilize	\$22,639,000	\$27,393,000	\$4,754,000
Local Jurisdiction	\$26,940,000	\$40,500,000	\$13,560,000
Administration	\$16,802,000	\$20,000,000	\$3,198,000
TOTALS	\$611,539,000	\$672,322,000	\$60,783,000
*Inclusive of \$2.195M approved for ongoing programs in County Supplemental Budget.			
**Inclusive of \$85.1M Homeless Housing, Assistance, and Prevention (dependent on State approval).			

ACROSS PILLARS

The funding recommendations reflect systemwide increases in funding for service providers to cover actual operating costs, including employee salaries and allowances for annual cost of living increases. These changes are reflected across multiple pillars of the New Framework.

COORDINATE

Create a coordinated system that links critical infrastructure and drives best practices.



COORDINATE

The funding recommendations reflect efforts to maintain or expand service levels by improving efficiencies within the Coordinated Entry System through a balance of centralization and expansion.

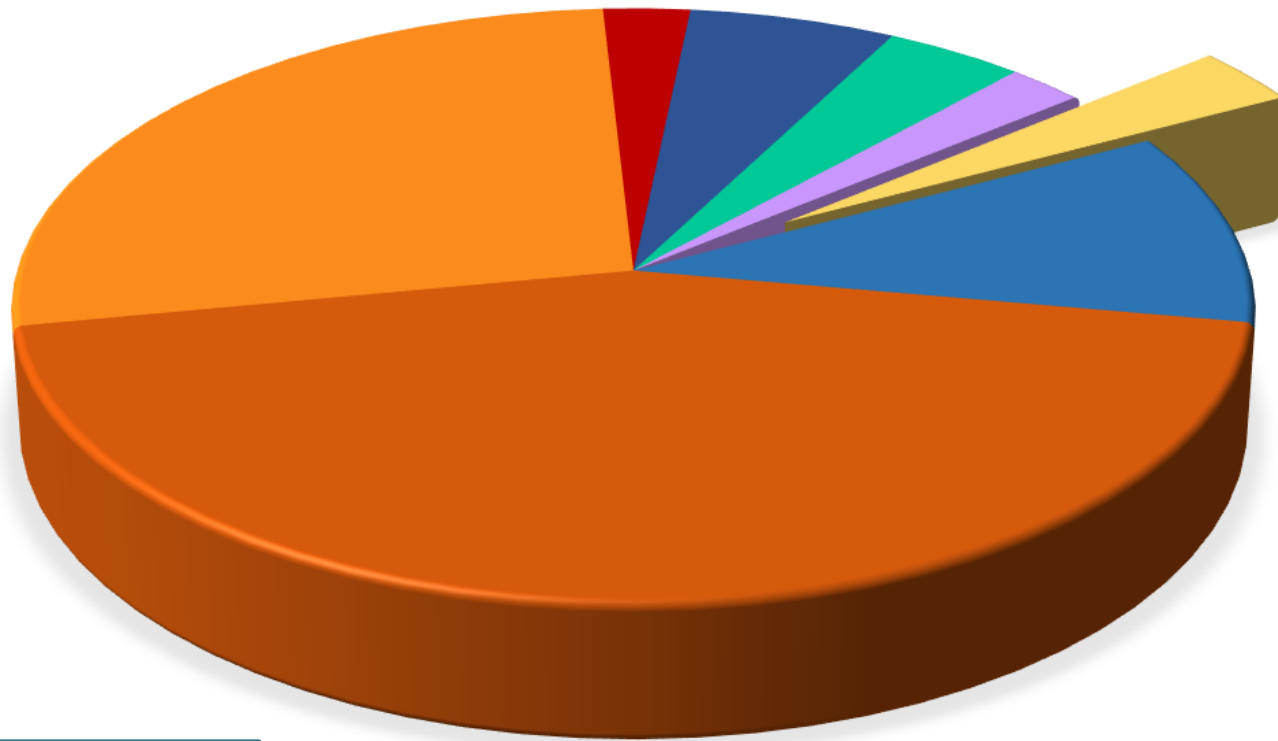
Activities funded in this pillar include, regional coordination, capacity building and training, youth and education supports, homeless count and support for matching to permanent housing.

What's Different:

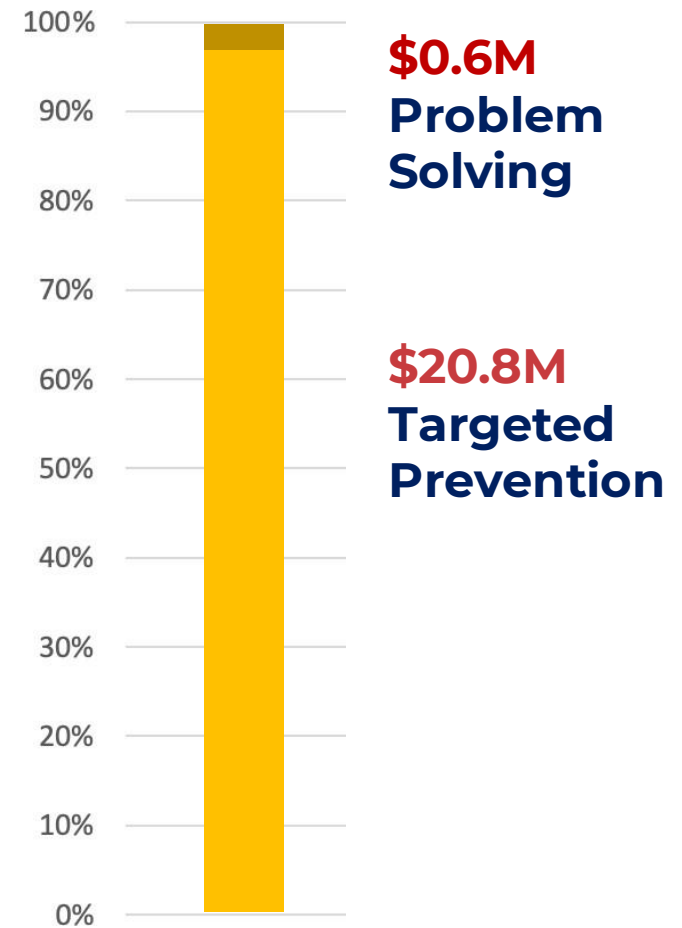
- LAHSA
 - Increase centralized matching
- DMH & MVA
 - Matching clients to permanent housing

PREVENT

Targeted prevention services to avoid entry or a return to homelessness



Prevent
\$21.4M
3%



PREVENT

The funding recommendations reflect alignment with the County's broader efforts to scale prevention.

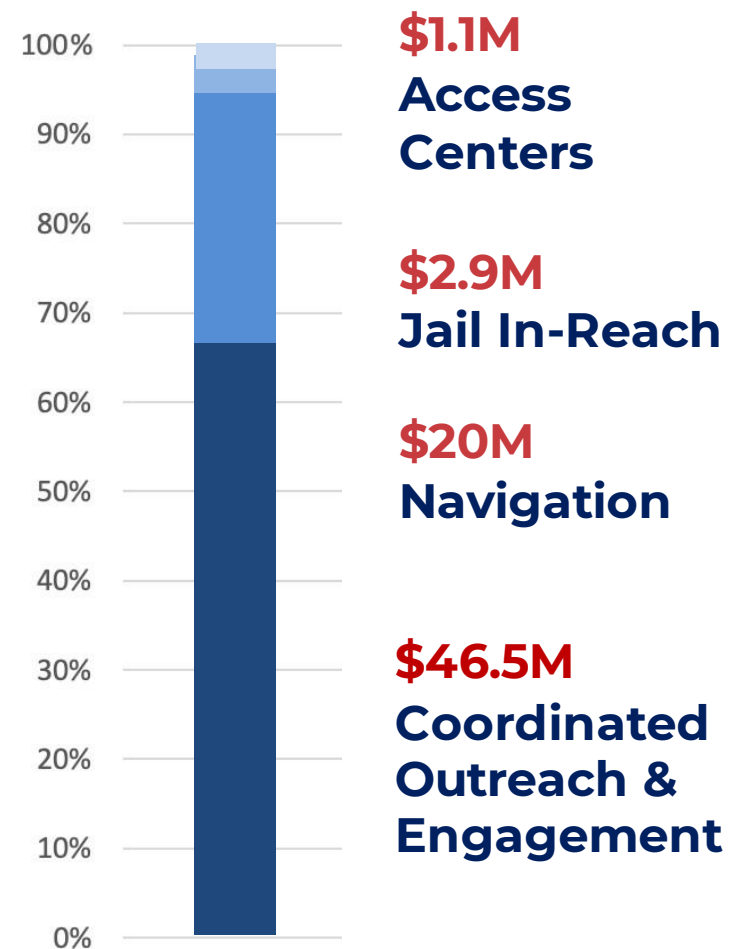
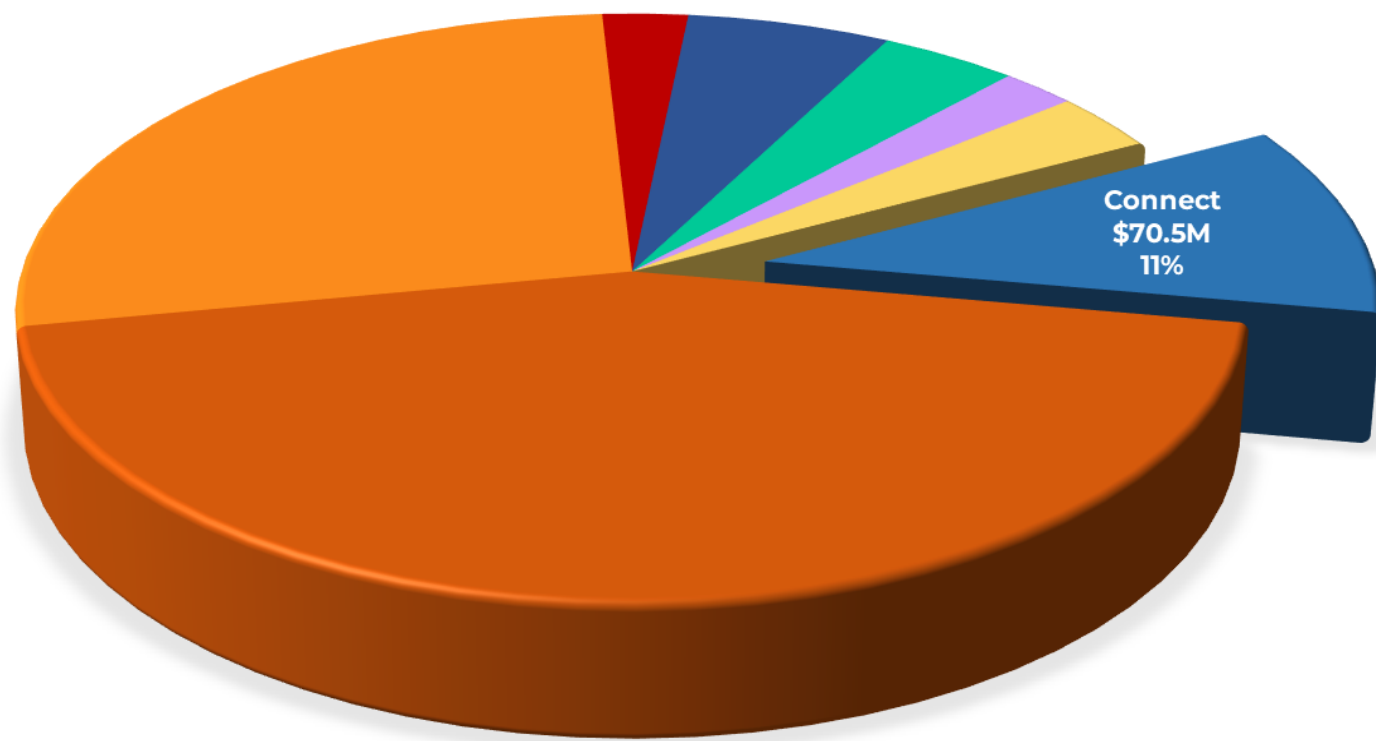
Activities funded in this pillar include problem solving, legal and financial assistance, and programs for transition age youth, such as emergency basic support services and housing related assistance.

Alignment with other County efforts:

- DMH, DCFS, DPSS, DHS, DCBA

CONNECT

Link and navigate everyone to an exit pathway



CONNECT

The funding recommendations reflect efforts to maintain programs and services in this pillar.

Activities funded in this pillar include generalist and specialist outreach teams, jail-in-reach, housing navigation and mobile clinical services

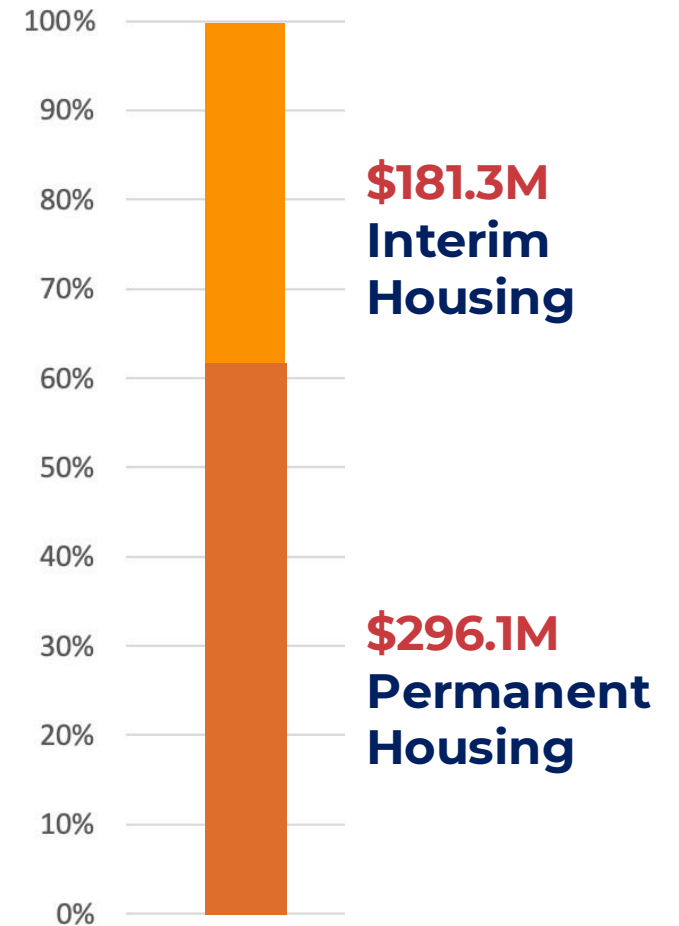
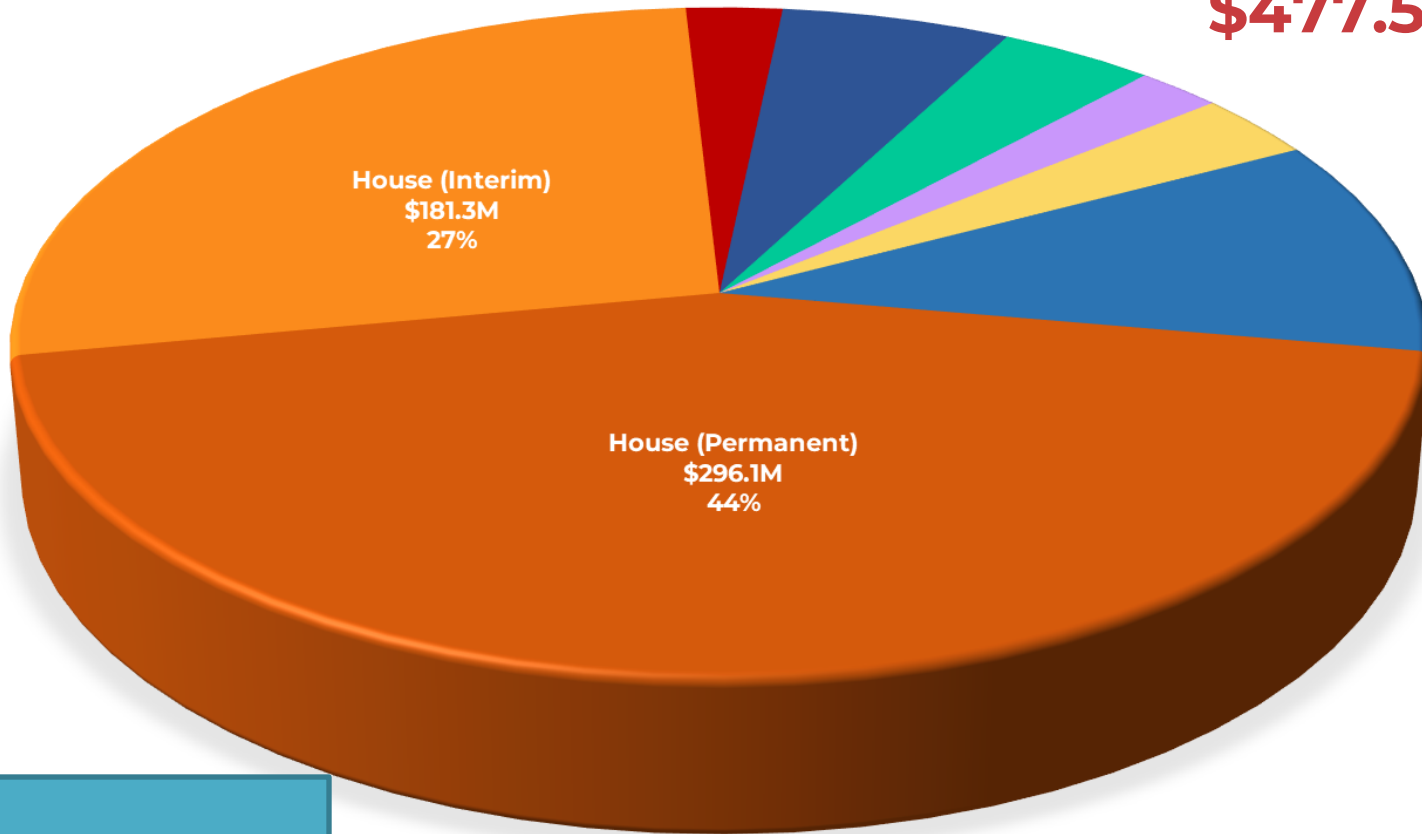
Aligned Growth Opportunities:

- Efforts to expand capacities within this pillar are requested through Pathway Home and Measure H One-Time Investment

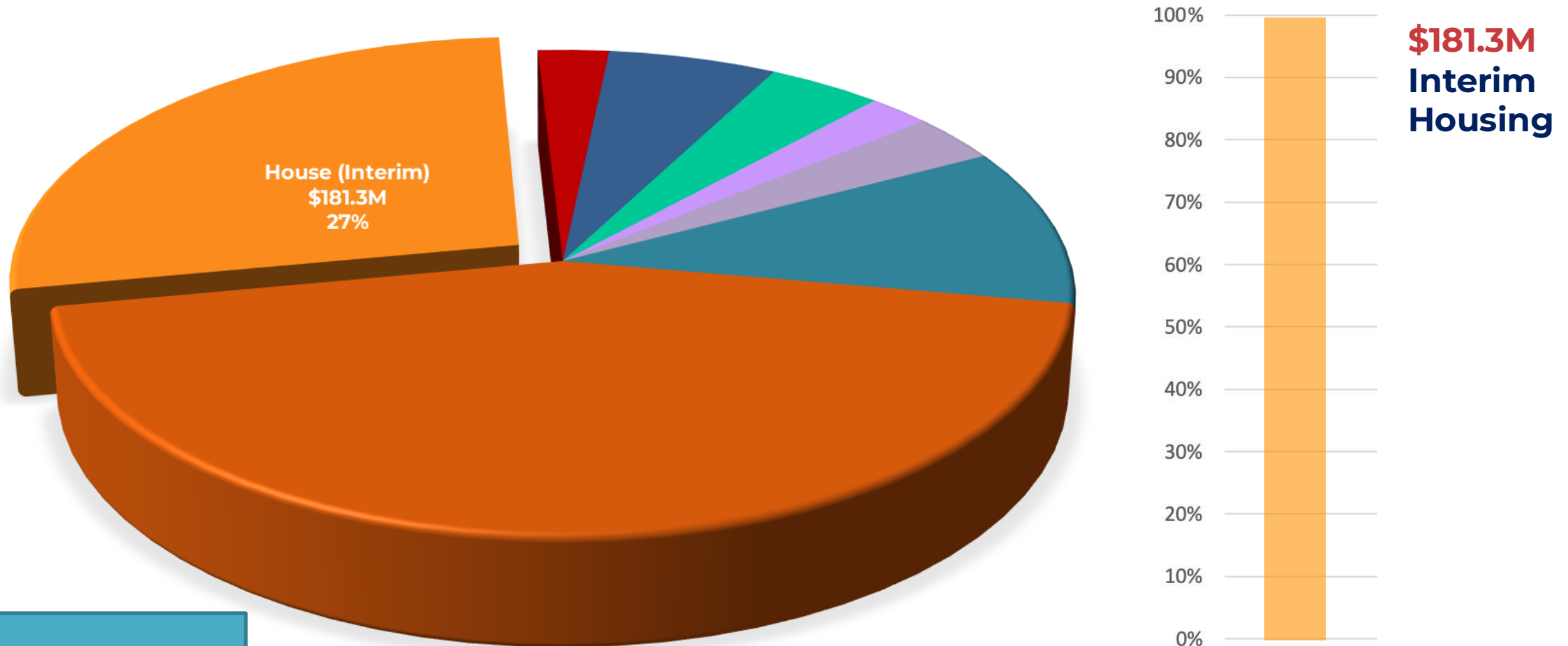
HOUSE

Rapidly rehouse using interim and permanent housing

House Total
\$477.5M



INTERIM HOUSING



INTERIM HOUSING

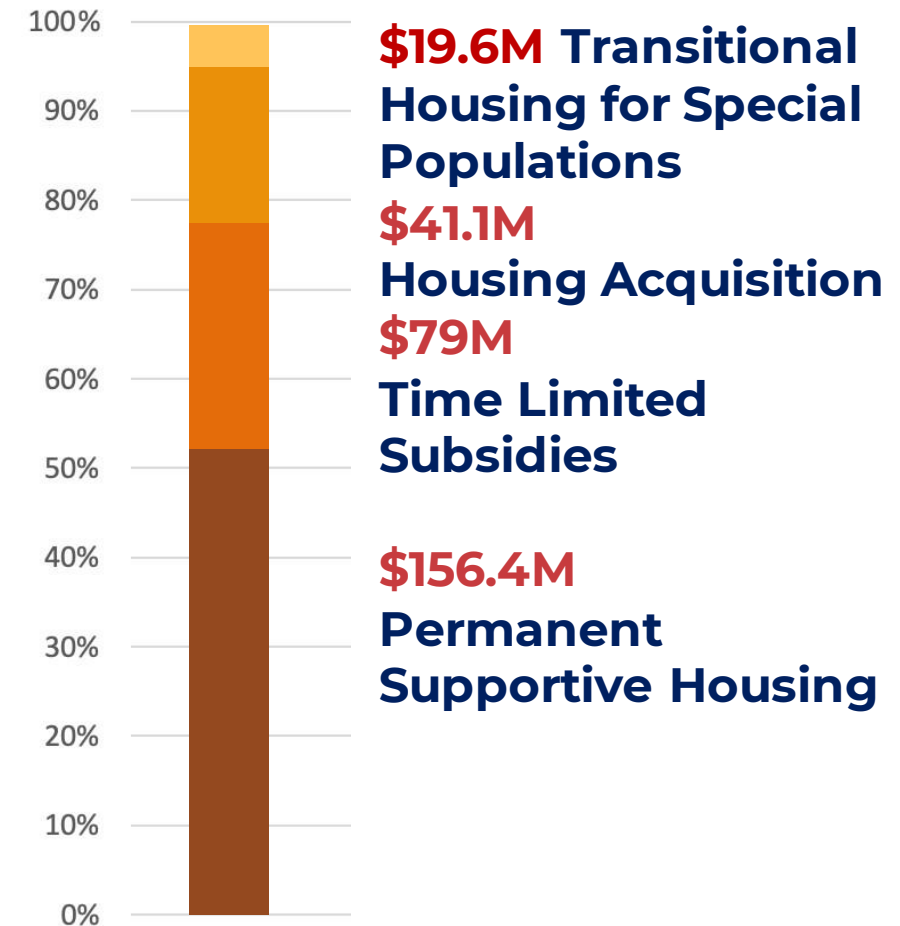
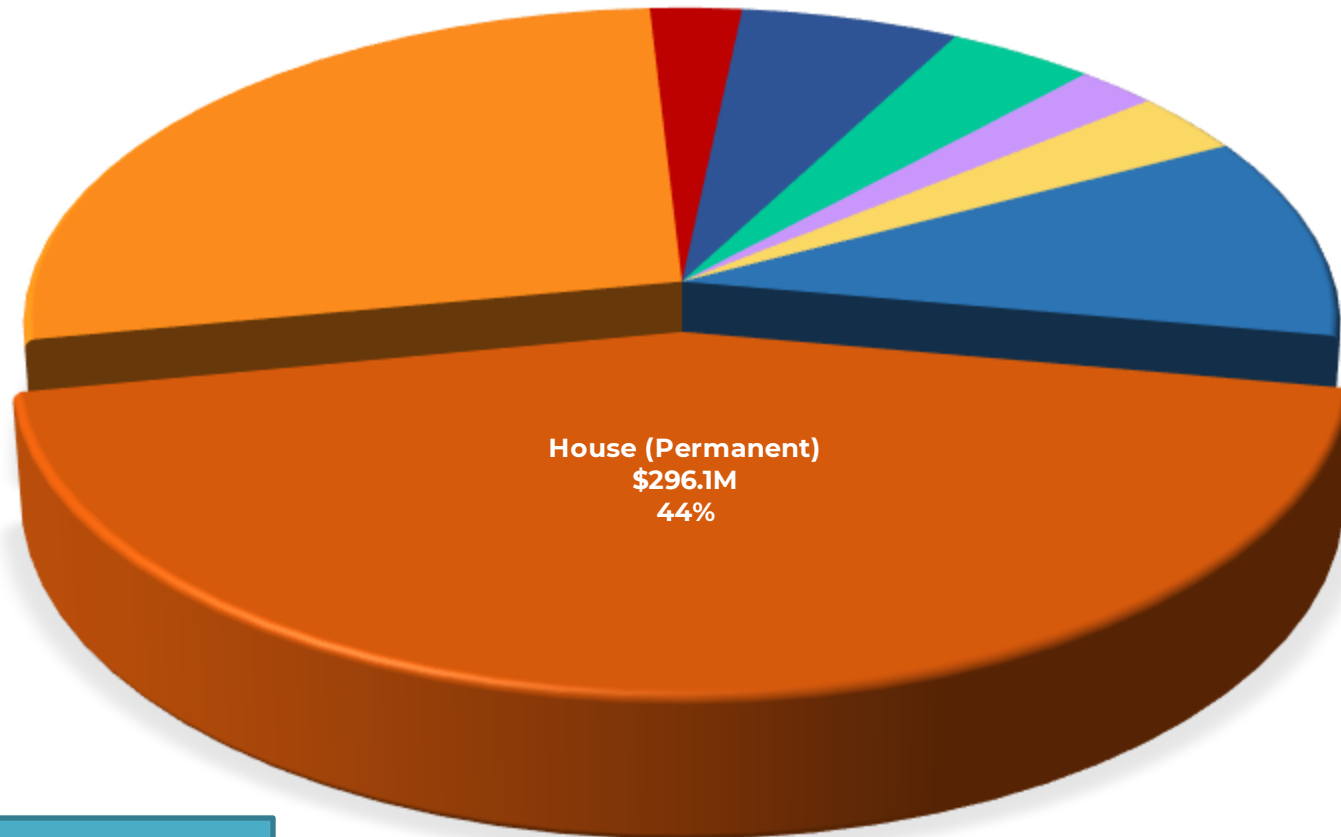
The funding recommendations reflect efforts to maintain programs and services in this pillar while increasing bed rates.

Activities funded in this pillar include interim housing beds at LAHSA, DHS, and DPH, as well as support for DPH interim housing inspectors.

Alignment with other County efforts:

- Pathway Home, Homekey, Skid Row Action Plan, Every Woman Housed, and future encampment resolution initiatives
- Increasing and expediting exits to permanent housing
- IHOP team

PERMANENT HOUSING



PERMANENT HOUSING

The funding recommendations reflect an increase in investment in the supportive services that support clients toward permanent housing stability, permanent housing solutions, as well as slot rate increases.

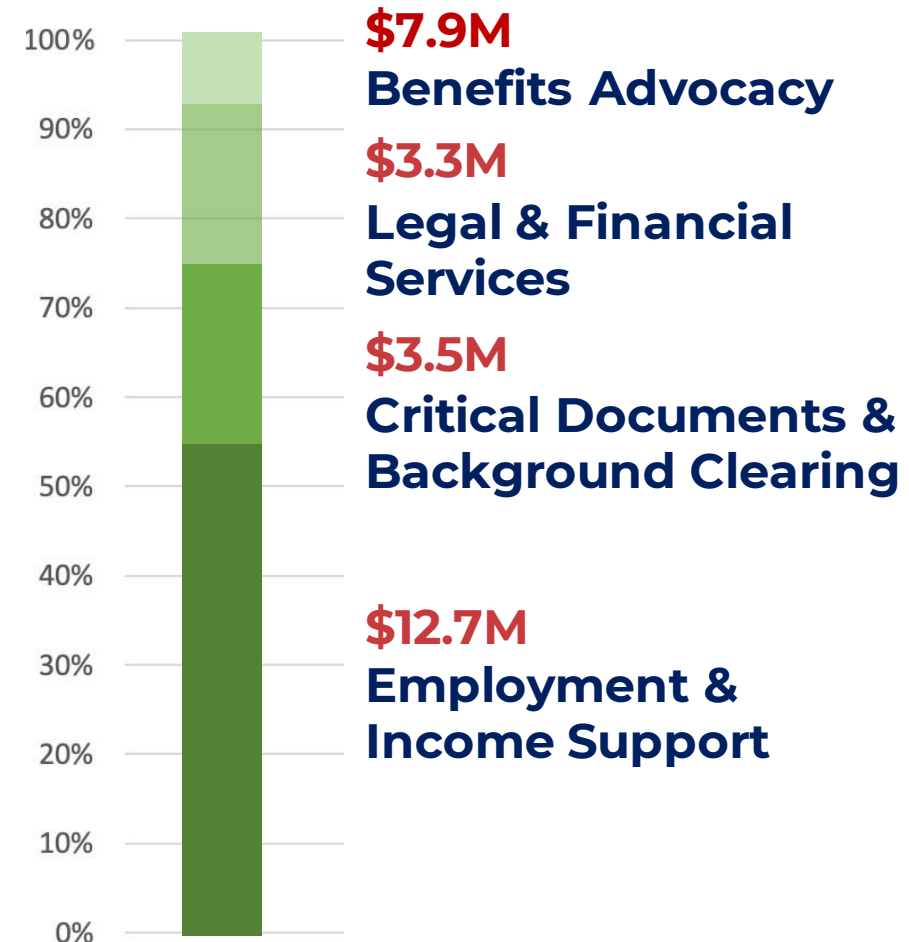
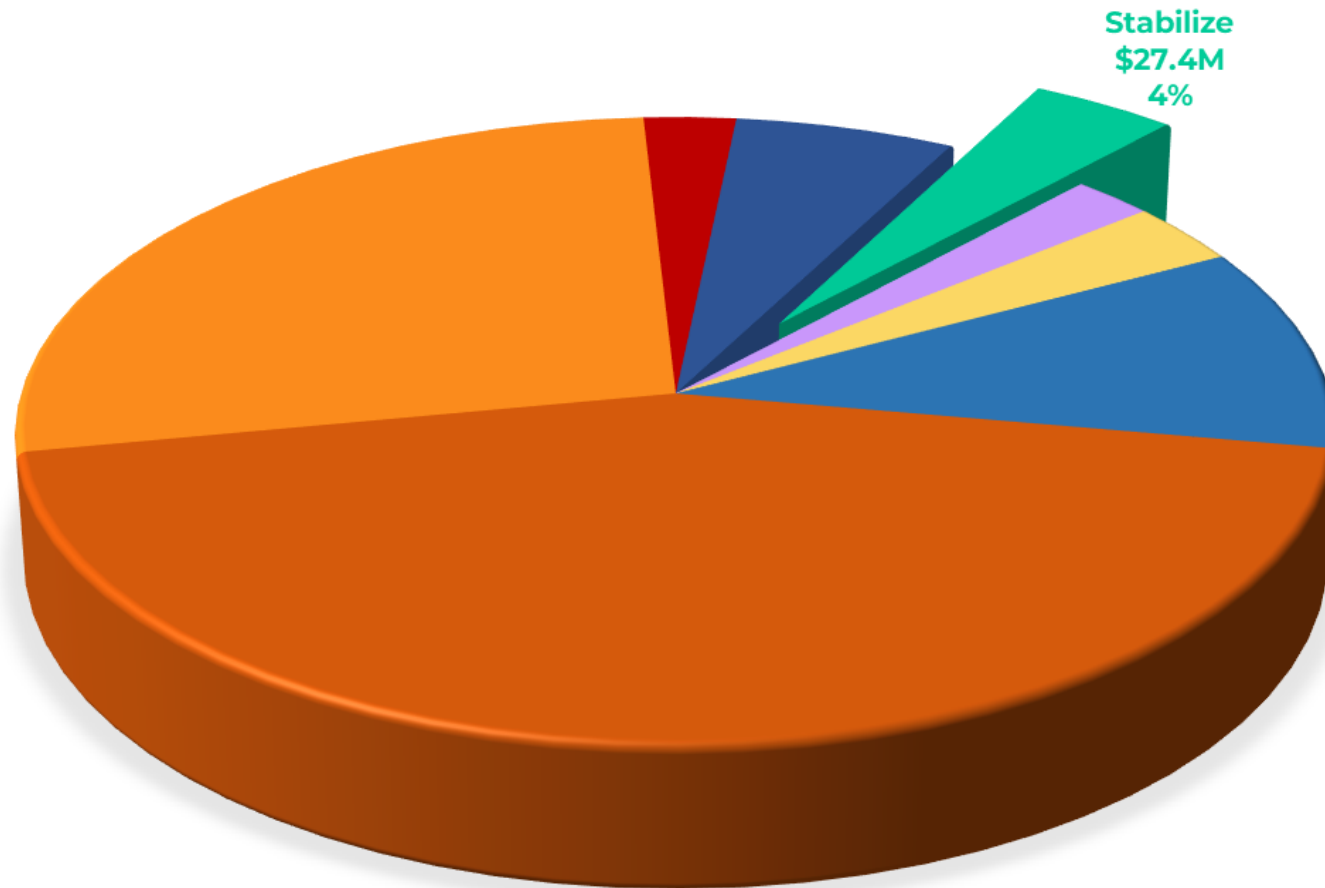
Activities funded in this pillar include shallow subsidies, time-limited subsidies, supportive services for permanent supportive housing clients, housing for transition age youth, landlord incentives, housing location, and unit acquisition.

What's Different:

- Increase in DHS ICMS slots leveraging CalAIM funding
- Increase in DMH's HSSP slots leveraging MHSA funding
- Increase in time limited subsidies – DPSS and LAHSA
- LAHSA master leasing expansion – a first time, almost \$13M investment
- Creating efficiencies in housing location
- Rate increases for shallow subsidies, time limited subsidies, ICMS, and TAY housing

STABILIZE

Scale services critical to rehousing and stabilization success



STABILIZE

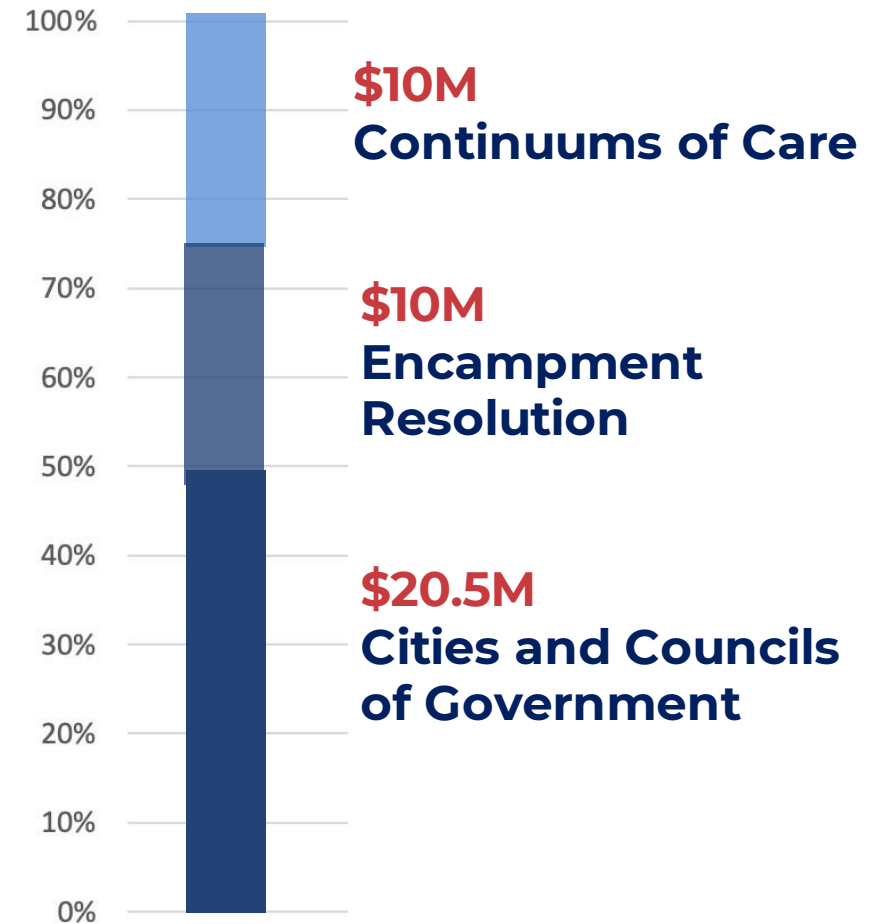
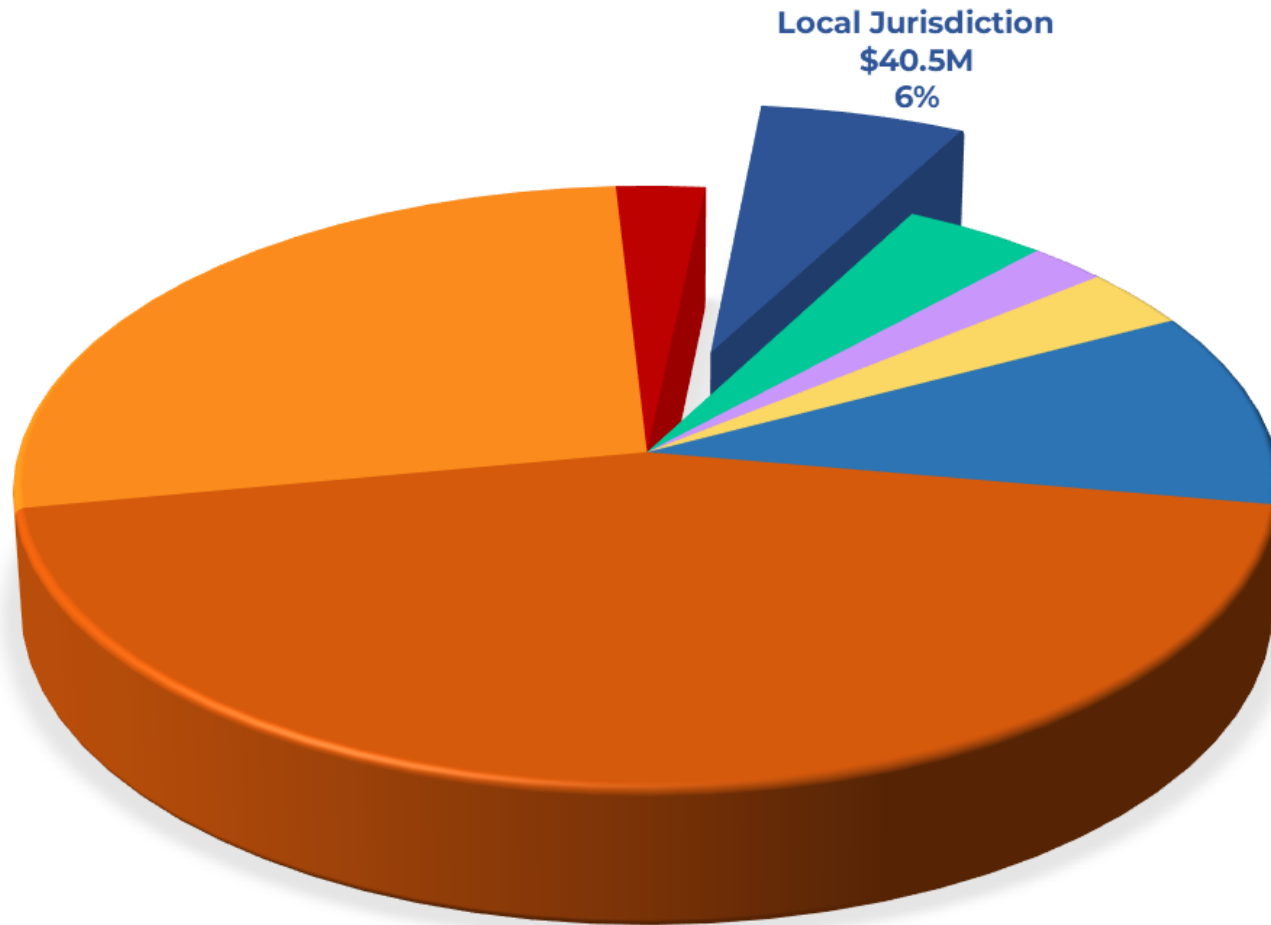
The funding recommendations reflect efforts to maintain most programs and increase employment services.

Activities funded in this pillar include benefits advocacy, legal services, critical documents & background clearing, and employment for adults experiencing homelessness.

What's Different/Leveraged:

- Transitions benefits advocacy services for veterans to DMVA
- Increase in employment slots and participant wages
- CBEST leverages HDAP, CSBG and other DPSS funding

LOCAL JURISDICTIONS



LOCAL JURISDICTIONS

The funding recommendations reflect efforts to strengthen communication, coordination, and collaborative partnerships with local jurisdiction.

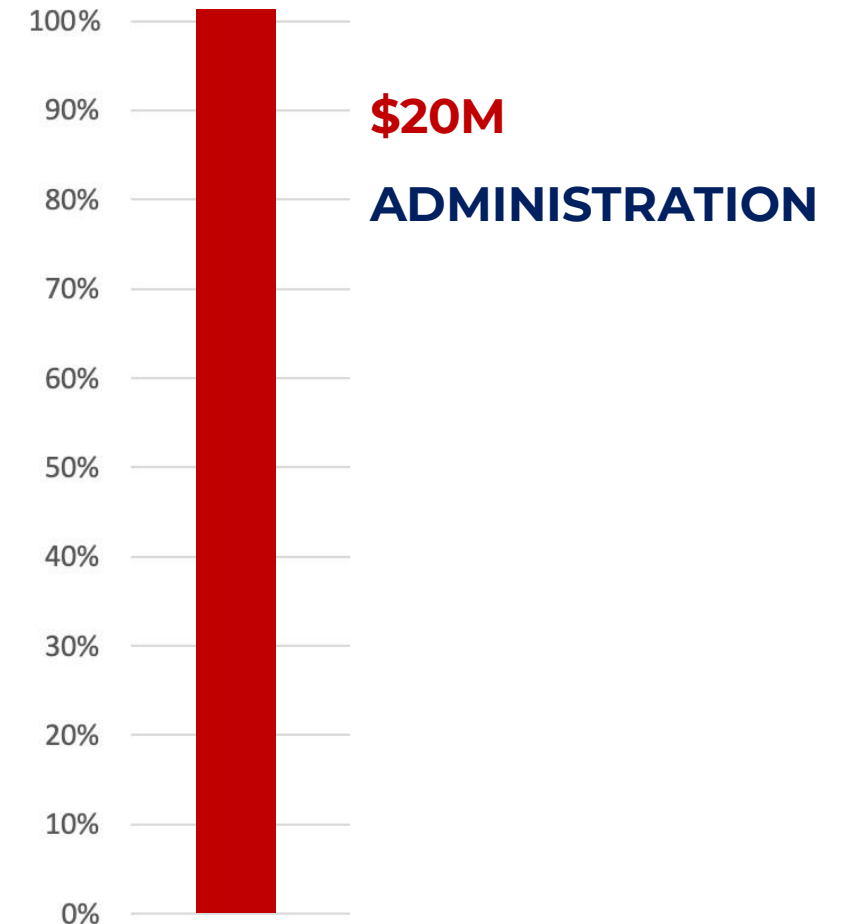
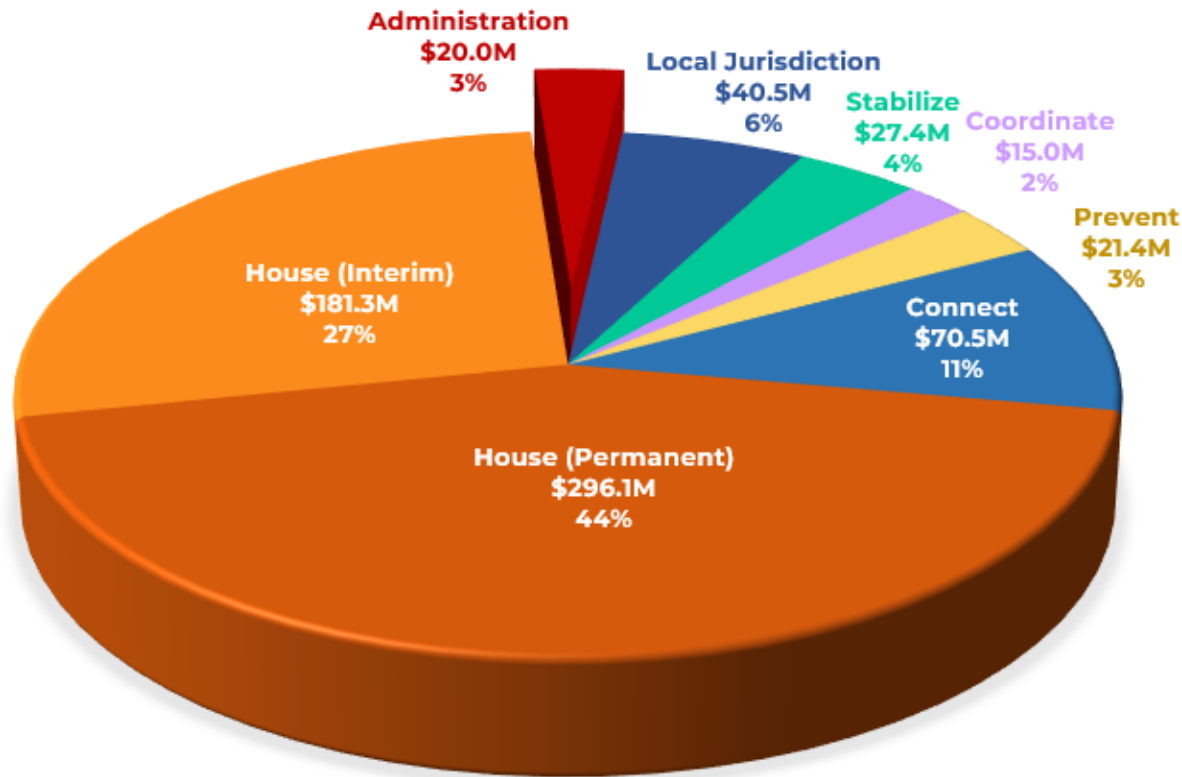
Activities funded in this pillar include funding for Cities and Councils of Government, Continuums of Care (CoC), and encampment resolution.

What's Different:

- Increase funding for Glendale, Long Beach and Pasadena CoCs
- Encampment resolution funding

CEO-HI ADMINISTRATION

Homeless Initiative programmatic, fiscal, and contractual administration and oversight.



Measure H One-Time Investments

The FY 2024-25 budget reflects an allocation plan for one-time investments for approved Board motions where the CEO-HI was directed to identify funding sources for these projects or which were identified by CEO-HI as critical unfunded programs or commitments.

Activities funded in this budget include but are not limited to:

Local Jurisdiction - Local solutions funds, City/COG interim housing, Everyone Woman Housed and Skid Row Action Plan

Connect – RV Encampment Program and specialized outreach in high fire severity zones in unincorporated areas

House - Homekey Round 3 to supplement ARPA funding

Prevent – Supports to DHS and DPH to reduce PEH mortality

Administration – expanding meaningful involvement of individuals with lived expertise and catalytic equity investment

PATHWAY HOME

The FY 2024-25 budget reflects an innovative program designed to promote system flow, by moving people off the streets and into permanent, stable housing, while also returning community spaces to their intended use.

Activities funded in this budget include but are not limited to:

Interim Housing - Motel agreements, interim housing operating costs including onsite staff, security, meals and client supportive services as well as damage mitigation funds and set aside funding to accommodate large households.

Permanent Housing - Housing location, application fees, landlord/property management engagement, rental subsidies, case management and move-in assistance.

RV Encampment – Provides specialized outreach to people experiencing homelessness in RVs, RV towing/dismantling, storage, debris removal, pumper trucks, and other services unique to PEH living in RVs.

Encampment Operations - Supplies, logistics and transportation

Returning Spaces to Intended Purposes – Debris removal



County of Los Angeles

**Homeless
Initiative**

Funding Recommendations Timeline

TIMELINE

- ~~**December 11, 2023:** Public webinar and Q&A on Draft Proposed FY 2024-25 Funding Recommendations~~
- ~~**December 11, 2023:** Release of Draft Proposed FY 2024-25 Funding Recommendations for public comment period (closed December 22nd).~~
- ~~**December 14, 2023: Homeless Policy Deputies Meeting** Presented Draft Proposed FY 2024-25 Funding Recommendations~~
- **January 11, 2024: Homeless Policy Deputies Meeting** Present Draft Proposed FY 2024-25 Funding Recommendations Board Letter
- January 25, 2024: Homeless Policy Deputies Meeting, if necessary
- **February 6, 2024: Board of Supervisor Meeting**

Thank You



County of Los Angeles

**Homeless
Initiative**



Chief Executive Office.

COUNTY OF LOS ANGELES

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

CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

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

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.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve FY 2024-25 Measure H funding in the amount of \$587,202,000 and conditionally approve State Homeless Housing, Assistance and Prevention Program (HHAP) Round 5 funding, which the County of Los Angeles (County) is in the process of applying for, in the amount of \$85,120,000 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 \$85,120,000, 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.

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 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 be used to inform efforts within the broader homeless response system. 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 People Experiencing Homelessness (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, contacting, procurement, grants, and real estate transactions to provide housing and services to PEH; led efforts with County departments, LAHSA, and cities to align HI-funded programs, services, and housing to support the emergency declaration; partnered with Chief Executive Office Anti-Racism, Diversity and Inclusion (CEO-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, the City of Los Angeles 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 \$587,202,000 in FY 2024-25 Measure H funding and \$85,120,000 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 \$85,120,000, 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, \$85,120,000 in anticipated HHAP Round 5 funding, and \$110,675,000 in Measure H Committed Obligated Fund Balance. 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 Los Angeles 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

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 \$704,000 (Measure H) \$76,608,000 (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 MHSA 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 \$7,002,000 (Measure H) \$8,512,000 (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	
STABLIZE			
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 veterans 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			
CEO Administration	\$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	FY 2023-24 TOTAL FUNDING RECOMMENDATION: \$611,852,000 Comprised of the following: Measure H** - \$524,537,000 Measure H*** - \$2,195,000 State HHAP - \$85,120,000	FY 2024-25 TOTAL FUNDING RECOMMENDATION: \$672,322,000 Comprised of the following: Measure H - \$587,202,000 State HHAP - \$85,120,000	

* 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 projects approved Board motions 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 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			
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

PROJECT	LEAD AGENCY/DEPT.	FY 2024-25 FUNDING	ASSOCIATED BOARD MOTION
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 2/23/21
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	CEO	\$3,000,000	N/A

homelessness through improved data and tracking, system coordination, enhanced collaboration, and the implementation of committee recommendations.			
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.

DRAFT

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, stakeholder recommendations, 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 efforts within the broader homeless response system. 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,</p>

	<p>DMH Homeless Outreach & Mobile Engagement (HOME) teams 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
1. Increase permanent supportive housing (PSH) options for high acuity individuals (e.g., individuals with mental health needs, substance use disorder, or chronic disabilities).	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.
2. Increase permanent supportive housing and affordable housing stock by investing in master leasing.	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.
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.	3. The FY 2024-25 Homeless Initiative Funding Recommendations includes 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

	<p>master leasing, which will reduce barriers to lease up and allow for 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
1. Increase funding for rental assistance programs and workforce assistance to protect renters and reduce evictions.	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 HI 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.
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.).	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.

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
1. Increase funding for service providers to cover actual operating costs, including employee salaries and allowances for annual cost of living increases.	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 Intensive Case Management Services (ICMS) rates for permanent supportive housing (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.
2. Improve support for frontline workers by providing opportunities for training and mental health/wellness resources.	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.
3. Increase investments in employment services to assist clients in maintaining or accessing housing.	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>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>

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 5x and 7x 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 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

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://nhchc.org/wp-content/uploads/2019/08/la-black-people-experiencing-homelessness.pdf>

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 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 for 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.

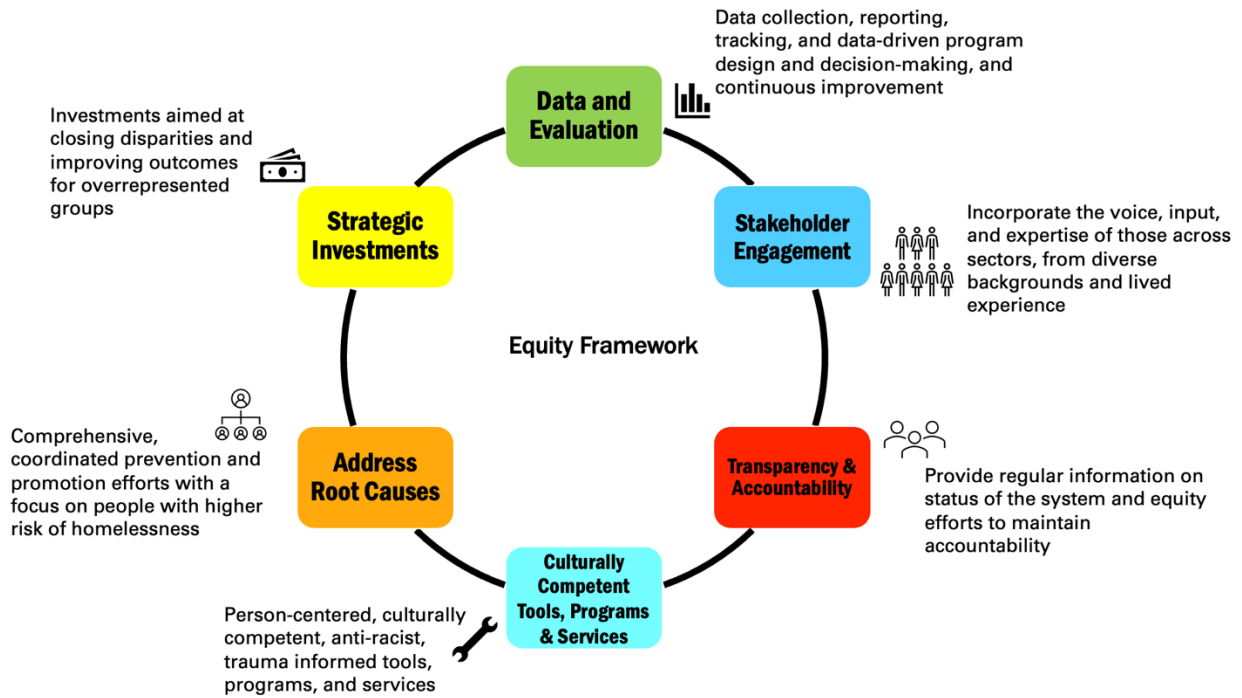
For instance, "equality" refers to instances where "each individual or group of people is treated the same, given the same resources or expected to take advantage of the same opportunities." "Equity," acknowledges that each person has different circumstances, backgrounds, and starts from a different 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.

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.

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

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

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 Addressing Root Causes	<ul style="list-style-type: none"> - Implement equitable budgeting and contracting processes - 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, - 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 3 below outlines the framework’s five-step process.

Figure 3. 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 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.

The table below provides examples of Targeted Universalism goals and strategies.

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/>

⁸powell, 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>

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

Population Impacted	Goal	Strategies
All County residents experiencing homelessness	Reduce the number of people experiencing homelessness	<ul style="list-style-type: none"> - Provide stable housing for LA County residents. - Fund homelessness prevention through the use of rental assistance and legal services. - Provide outreach to people experiencing street homelessness to connect them to services and housing.
BPEH	Reduce the number of Black People Experiencing Homelessness	<ul style="list-style-type: none"> - Start an employer incentive pilot hiring people with a history of incarceration. - Make homeless services resources more transparent and accessible. - Increase homeless prevention and mainstream system resources provided by Stay Housed LA. - Increase the number of people with lived experience working in the homeless services sector by strengthening LA RISE and LAHSA employment program.
AIAN	Reduce the number of AIAN people experiencing homelessness	<ul style="list-style-type: none"> - Ensure the County has the staff, resources, and support necessary to foster relationships with tribal governments. - Adjust County homeless services data collection practices and other mainstream systems to align with best practices for the AI/AN population. - Increase AI/AN serving organizations' access to mainstream systems, including the homeless service delivery system, through policy changes and intentional inclusion.
LEH	Reduce the number of LEH experiencing Homelessness	<ul style="list-style-type: none"> - Strengthen and include more rigorous PIT procedures and methods. - Hire more Latino/a/x homeless services staff. - Incorporate more culturally competent tools.

Moreover, 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.⁹ 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.

⁹ 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 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 Los Angeles County. These next steps will enable Los Angeles County to build the infrastructure necessary for implementing more complex, longer-term strategies to reduce disproportionality in the homeless population and decrease homelessness overall.

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

New Framework Pillars	FY 23-24 Base Total Allocation* (Final Adopted)	FY 24-25 Proposed Allocation**
Coordinate	\$14,083,000	\$15,015,000
Prevent	\$20,932,000	\$21,436,000
Connect	\$57,813,000	\$70,501,000
House	\$452,340,000	\$477,477,000
Stabilize	\$22,942,000	\$27,393,000
Local Jurisdiction	\$26,940,000	\$40,500,000
Administration	\$16,802,000	\$20,000,000
TOTALS	\$611,852,000	\$672,322,000

*Inclusive of \$2.195M approved for ongoing programs in County Supplemental Budget

**Inclusive of \$85.12M in Homeless Housing, Assistance, and Prevention (HHAP). Round 5 funding is dependent on State approval.

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

COORDINATE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Coordinated Entry System	LAHSA	Regional Coordination	Supports the implementation and continuous quality improvement of the Coordinated Entry System (CES) infrastructure. This includes coordination by population and region-specific areas and matching clients to housing resources.	\$9,676,881	26 Contracts: 10 for Adults 8 for Families 8 for Youth	\$8,006,715	26 Contracts: 10 for Adults 8 for Families 8 for Youth	(\$1,670,166)	Decrease reflects improved efficiencies within the CES, including expanding centralized matching and a decrease in Regional Coordinators. There is no decrease in service levels.
		Capacity Building/TA/ Training	Supports the Centralized Training Academy, a large-scale, accessible, and free countywide resource that provides in-depth training for staff working in the homeless services sector. This funding also supports the provision of Violence Against Women trainings focused on legal protections for households experiencing dating violence, domestic violence (DV), stalking, sexual assault, and human trafficking.	\$1,583,000	Estimated 30,000 Provider Staff Trained Annually	\$1,583,000	Estimated 30,000 Provider Staff Trained Annually	\$0	No change.
		Youth Collaboration	Supports Los Angeles Homeless Services Authority's (LAHSA) Homeless Youth Forum of Los Angeles and broader strategies to engage youth with lived experience to inform program and system planning efforts.	\$25,000	9 Youth Supported	\$25,000	9 Youth Supported	\$0	No change.
		Education Coordinators	Supports County Office of Education (LACOE) and LA Unified School District (LAUSD) to support children and youth at risk of or experiencing homelessness to enroll in school, access academic records, engage in educational planning, and enroll in post-secondary education where applicable.	\$1,127,350	2.5 LAUSD FTE 3 LACOE FTE	\$927,750	2.5 LAUSD FTE 2.05 LACOE FTE	(\$199,600)	Decrease reflects LAHSA staff and administration costs moving the Staff and Administration line. There is no decrease in service levels.
		Continuum of Care (CoC) Housing and Urban Development (HUD) Cash Match	Supports the expansion of CES through a HUD Coordinated Assessment Expansion Grant which includes cash matches for LA County Homeless Management Information System (HMIS) Implementation and DV CES Renewal.	\$487,794	N/A	\$598,658	N/A	\$110,864	Increase reflects LAHSA applying for more HUD DV Supportive Services Only grant funding, requiring additional match funding from the County.
		Planning Grant Renewal	Supports LAHSA in receiving HUD Planning Grant funding of \$1.5M to evaluate and identify obsolete or under-performing projects and reallocate these funds to create new permanent supportive housing.	\$0	N/A	\$95,383	N/A	\$95,383	Increase reflects LAHSA applying for more Continuum of Care (CoC) Planning Grant funding, requiring additional match funding from the County.
		Youth Homeless Demonstration Project (YHDP) Support	Supports Youth Housing Demonstration Project (YHDP) CES staffing, move-in assistance, and compensation for youth feedback.	\$0	N/A	\$332,996	9 Youth CES Staff 184 Move-In Assistance Slots Compensation for 64 Youth	\$332,996	Increase reflects funding needed for YHDP costs that exceed HUD funding caps.

COORDINATE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Coordinated Entry System (cont.)	LAHSA	Homeless Count	Supports costs associated with the annual Homeless Count.	\$0	N/A	\$183,668	N/A	\$183,668	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.
		Staff and Administration	Supports staffing and administrative costs for CES efforts administered by LAHSA.	\$1,182,975	3.5 FTE 8% Administration	\$2,408,631	12.5 FTE 8% Administration	\$1,225,656	Increase reflects LAHSA education coordinator staff moved from Education Coordinators line and new staff for countywide matching services and cost of living adjustments.
	Subtotal			\$14,083,000		\$14,162,000			
	DMH	Referral, Access and Data Unit	Supports Department of Mental Health (DMH) CES participation including permanent supportive housing matching, verification of eligibility for DMH housing, and data management.	\$0	N/A	\$603,322	3 DMH FTE	\$603,322	Increase supports new DMH positions needed to support DMH's increased role in CES matching.
	Subtotal			\$0		\$603,000			
	MVA	Improved Coordination for Document Readiness	Supports streamlining the process for ensuring veterans are "document ready" and facilitates faster access to essential identification and social security cards necessary for housing applications.	\$0	N/A	\$249,811	1 MVA FTE	\$249,811	Increase supports new Department of Military and Veterans Affairs (MVA) positions needed to support veteran document readiness to enhance and expedite housing placements.
	Subtotal			\$0		\$250,000			
TOTAL	Total			\$14,083,000		\$15,015,000		\$931,934	

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

PREVENT									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Problem Solving	LAHSA	Problem Solving	Supports interventions to families, individuals, and transition age youth at the start of their housing crisis or after they enter the system with a short-term housing intervention to help them maintain current housing or identify an immediate and safe housing alternative within their own network of supports or within the homeless system. Services include light-touch housing resolution through conversation, mediation, negotiation, and cash assistance.	\$550,000	6 Contract FTE 1:25 Case Manager:Client Ratio Estimated 660 Households Served Annually	\$550,000	6 Contract FTE 1:25 Case Manager:Client Ratio Estimated 660 Households Served Annually	\$0	No change.
		Administration	Supports administrative costs to support problem solving efforts administered by LAHSA.	\$48,000	8% Administration Only	\$48,000	8% Administration Only	\$0	No change.
	Subtotal			\$598,000		\$598,000			
Targeted Prevention	LAHSA	Homeless Prevention Case Management & Financial Assistance (Families & Individuals)	Supports families, individuals, and youth at risk of homelessness through individualized, client-driven assistance, including rental arrears, rental assistance, and case management to retain existing or secure other permanent housing.	\$15,605,000	1,500 Slots 1:25 Case Manager:Client Ratio Estimated 4,400 Households Served Annually	\$15,605,000	1,500 Slots 1:25 Case Manager:Client Ratio Estimated 4,400 Households Served Annually	\$0	No change.
		Youth Family Reconnection	Supports therapeutic interventions to assist transition age youth with building and strengthening positive relationships with biological or non-biological (chosen) family. Provides case management, supportive services and financial assistance to support youth participants to build and maintain positive and healthy relationships with family and/or reunify with family.	\$1,866,311	9 Contract FTE 1:30 Case Manager: Client Ratio Estimated 450 Youth Served Annually	\$1,866,311	9 Contract FTE 1:30 Case Manager: Client Ratio Estimated 450 Youth Served Annually	\$0	No change.
		Staff and Administration	Supports staffing and administrative costs to support targeted prevention efforts administered by LAHSA.	\$2,062,689	8 LAHSA FTE 8% Administration	\$2,062,689	8 LAHSA FTE 8% Administration	\$0	No change.
	Subtotal			\$19,534,000		\$19,534,000			

PREVENT									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Targeted Prevention (cont.)	DHS	Homelessness Prevention Unit	Supports the utilization of predictive analytics to identify and serve County clients who are at the highest risk of homelessness. Services include rent and utility arrears and connections to mainstream services and benefits.	\$0	N/A	\$504,436	2 DHS FTE	\$504,436	Increase reflects costs for ongoing staff positions. Other costs continue to be supported with other funding streams.
	Subtotal			\$0		\$504,000			
	DCFS	Emergency Basic Support Services	Supports case management and financial assistance to families with closed Department of Children and Family Services (DCFS) cases/investigations and community families with no DCFS involvement experiencing housing insecurity. Services include rental assistance, utilities, groceries, and other basic needs.	\$500,000	300 Households Served Annually	\$500,000	300 Households Served Annually	\$0	No change.
		Housing Related Assistance	Supports case management and housing navigation services for transition age youth participating in the Supervised Independent Living Program.	\$300,000	100 Households Served Annually	\$300,000	100 Households Served Annually	\$0	No change.
	Subtotal			\$800,000		\$800,000			
TOTAL	Total			\$20,932,000		\$21,436,000		\$504,000	

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

CONNECT									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Coordinated Outreach & Engagement	LAHSA	Countywide Outreach System	Supports outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness (PEH) to needed resources and services with the ultimate goal of connecting them with permanent housing. Also supports the administration of the Countywide Los Angeles Homeless Outreach Portal (LA-HOP), which is designed to assist people experiencing homelessness (PEH) in LA County with outreach services.	\$8,778,540	68 LAHSA FTE 18 Contract FTE Estimated 9,000 Engagements Annually	\$987,873	13.5 Contract FTE	(\$7,790,667)	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.
		Staff and Administration	Supports staff and administrative costs to support coordinated outreach and engagement efforts administered by LAHSA.	\$834,960	8% Administration Only	\$9,422,472	68 LAHSA FTE 8% Administration Estimated 9,000 Engagements Annually	\$8,587,512	Increase reflects Countywide Outreach System staff and administration costs being moved to this line item and cost of living adjustments.
	Subtotal			\$9,613,500		\$10,410,000			
	DHS	Countywide Outreach System/MDTs	Supports Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered PEH with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist.	\$22,751,142	38 MDTs 8 Public Spaces Teams Estimated 12,000 Engagements Annually	\$27,334,622	38 MDTs 8 Public Spaces Teams Estimated 12,000 Engagements Annually	\$4,583,480	Increase reflects funding needed to maintain current MDTs as State Housing and Disability Advocacy Program (HDAP) funding will no longer be available in FY 2024-25.
		Staff and Administration	Supports staffing and administrative costs to support coordinated outreach and engagement efforts administered by DHS.	\$3,298,858	11.5 FTE 5% Administration	\$3,934,812	11.5 FTE 5% Administration	\$635,954	Increase reflects funding needed as State HDAP funding will no longer be available in FY 2024-25, as well as cost of living adjustments.
	Subtotal			\$26,050,000		\$31,269,000			

CONNECT									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Coordinated Outreach & Engagement (cont.)	DPH	Countywide Outreach System/Public Health Nurses (PHN)	Supports public health nurses with systems-level care coordination and limited clinical services. PHNs assess the existing public health needs in their region, strategize with local PEH stakeholders and providers to incorporate public health best practice in communicable and chronic disease screening, reporting, and referrals; implement DPH program initiatives among PEH such as Narcan distribution and hands only CPR (HOCPR); and lead clinical public health interventions such as testing, vaccinations, and outbreak investigations.	\$975,000	4 DPH FTE Estimated 400 PEH Facilities and Interim Housing Sites Supported PHNs Provide Direct Clinical Services to Approximately 300 PEH Annually	\$1,046,014	4 DPH FTE Estimated 400 PEH Facilities and Interim Housing Sites Supported PHNs Provide Direct Clinical Services to Approximately 300 PEH Annually	\$71,014	Increase reflects cost of living adjustments.
		Encampment Assessments	Supports Environmental Health with conducting assessments of homeless encampments, identifying environmental health hazards, and providing technical assistance to outreach teams and other agencies serving people experiencing homelessness.	\$0	N/A	\$179,250	1 DPH FTE	\$179,250	Increase reflects new funding request for staff to support program.
		Mobile PH Clinical Services for PEH	Supports the Mobile Vaccine and Testing Team PEH Unit in coordinating low-barrier access to vaccination, screening, and harm reduction services for PEH throughout LA County.	\$0	N/A	\$1,579,270	1 DPH FTE 9 Contract FTE 4,800 PEH Engaged Annually, 3,000 Receiving At Least One Clinical Service	\$1,579,270	Increase reflects new funding request to support continued operations as one-time funding will no longer be available in FY 2024-25.
	Subtotal			\$975,000		\$2,805,000			
	MVA	Establish a Call Center	Supports establishing a call center to centralize and optimize support for homeless veterans.	\$0	N/A	\$152,699	1 MVA FTE	\$152,699	Increase reflects new funding request for staff to support program.
	Subtotal			\$0		\$153,000			
Jail In-Reach	DHS	Jail In-Reach	Supports jail in-reach and post-release case management to individuals in LA County jail facilities who are experiencing homelessness. Services are provided by case managers from community-based organizations and DHS Clinical Social Workers, and include assessment, linkages to community services, and continued case management in the community after release.	\$2,086,000	5 DHS FTE 12 Contract FTE 4 Contracts	\$2,320,280	5 DHS FTE 12 Contract FTE 4 Contracts	\$234,280	Increase reflects cost of living adjustments and case management rate increase.
	Subtotal			\$2,086,000		\$2,320,000			
	LASD	Jail In-Reach	Supports four LA County Sheriff's Department Custody Assistants who coordinate jail in-reach services at each facility with DHS staff and community-based organizations.	\$521,000	4 LASD FTE	\$546,424	4 LASD FTE	\$25,424	Increase reflects cost of living adjustments.
	Subtotal			\$521,000		\$546,000			

CONNECT									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Navigation	LAHSA	Housing Navigation	Supports housing navigation including assisting PEH with identifying, viewing, and inspecting units; reviewing and negotiating lease terms; financial assistance for application fees, transportation costs, and security deposits; as well as landlord incentives.	\$15,230,730	3,116 Slots	\$17,319,461	3,116 Slots	\$2,088,731	Increase reflects a housing navigation rate increase.
		Campus Peer Navigation	Supports co-location of Youth CES staff at community college campuses to assist students at-risk of homelessness with accessing mainstream or CES resources to end their housing crisis.	\$1,093,750	9.5 Contract FTE	\$1,093,750	9.5 Contract FTE	\$0	No change.
		Administration	Supports administrative costs to support navigation efforts administered by LAHSA.	\$1,419,520	8% Administration Only	\$1,601,149	8% Administration Only	\$181,629	Increase reflects increase in administration costs.
	Subtotal			\$17,744,000		\$20,014,000			
Access Centers	LAHSA	Mobile Showers	Supports mobile shower sites operated by service providers.	\$0	6 Mobile Shower Sites	\$888,833	6 Mobile Shower Sites	\$888,833	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.
		Safe Parking	Supports Safe Parking, which provides a safe and stable parking environment with supportive services for households experiencing homelessness who are living in their vehicles.	\$823,500	4 Safe Parking Sites	\$1,715,500	4 Safe Parking Sites	\$892,000	Increase reflects an adjustment from partial to full year operating funding.
		Administration	Supports administrative costs to support navigation efforts administered by LAHSA.	\$0	8% Administration Only	\$226,464	8% Administration Only	\$226,464	Increase reflects administrative costs associated with mobile showers and safe parking line items.
	Subtotal			\$823,500		\$2,831,000			
	MVA	Accessible Veteran Resource Centers	Supports the development of homeless veteran resource centers in partnership with cities to enhance and expand connecting veterans experiencing homelessness to housing and services.	\$0	N/A	\$152,699	1 MVA FTE	\$152,699	Increase reflects new funding request for staff to implement program.
	Subtotal			\$0		\$153,000			
TOTAL	Total			\$57,813,000		\$70,501,000		\$12,688,000	

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

HOUSE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Interim Housing	LAHSA	Interim Housing	Supports short-term housing and/or emergency beds for all populations with supportive services such as problem-solving, resource referrals, and case management. Programs may serve special populations such as women, older adults, individuals experiencing domestic/intimate partner violence, and others.	\$65,634,437	3,065 Beds	\$77,469,851	3,179 Beds	\$11,835,414	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.
		Staff and Administration	Supports staffing and administrative costs for interim housing efforts administered by LAHSA.	\$6,976,563	13 FTE 8% Administration	\$9,158,064	21.25 FTE 8% Administration	\$2,181,501	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.
	Subtotal			\$72,611,000		\$86,628,000			
	DHS	Interim Housing	Supports stabilization housing, which provides 24-hour interim housing (IH) beds with resource linkages and case management for people with complex health and/or behavioral health conditions who require a higher level of onsite supportive services and recuperative care, which provides the same services but with medical oversight.	\$69,308,000	1,607 Beds	\$70,611,286	1,607 Beds	\$1,303,286	Increase reflects an increase in bed rates for most interim housing sites. Increase is offset by funding from other sources.
		Staff and Administration	Supports staffing and administrative costs to support interim housing efforts administered by DHS.	\$10,376,000	36 FTE 5% Administration	\$11,397,934	40 FTE 5% Administration	\$1,021,934	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.
	Subtotal			\$79,684,000		\$82,009,000			
	DMH	Interim Housing	Supports costs for staff who work with DHS and LAHSA to triage interim housing referrals as part of "air traffic control" and ensure appropriate placement.	\$226,000	1 DMH FTE	\$220,372	1 DMH FTE	(\$5,628)	Decrease reflects adjustment in staffing costs.
	Subtotal			\$226,000		\$221,000			

HOUSE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Interim Housing (cont.)	DPH	Interim Housing	Supports Recovery Bridge Housing beds, which provide interim housing to clients co-enrolled in a substance use disorder treatment program.	\$10,419,000	550 Beds 2.5 DPH FTE	\$11,340,082	550 Beds 2.5 DPH FTE	\$921,082	Increase reflects a Recovery Bridge Housing rate adjustment implemented in FY 2023-24.
		Interim Housing Inspections	Supports inspecting interim housing facilities on a regular basis to ensure they are within approved living standards and in compliance with applicable laws and ordinances.	\$691,000	4.5 DPH FTE	\$681,000	4.5 DPH FTE	(\$10,000)	Decrease reflects adjustment in staffing costs.
	Subtotal			\$11,110,000		\$12,021,000			
	CEO	Interim Housing	Supports maintenance of County-owned interim housing sites that are serviced by County ISD staff to ensure safe and hygienic conditions at all sites.	\$0	N/A	\$460,000	N/A	\$460,000	Increase reflects maintenance for County-owned interim housing facilities overseen directly by CEO-Homeless Initiative.
	Subtotal			\$0		\$460,000			
Time-Limited Subsidies	LAHSA	Shallow Subsidy	Supports financial assistance of 35-40% of a household's monthly rent for a period of up to five years, as well as case management and housing-focused supportive services for individuals and families enrolled in Homelessness Prevention or Time-Limited Subsidy (TLS) programs.	\$10,916,625	1,023 Slots	\$12,024,342	1,023 Slots	\$1,107,717	Increase reflects a shallow subsidy slot rate increase.
		Time-Limited Subsidy	Supports the TLS program, which connects families, individuals, and youth experiencing homelessness, as well as households fleeing/attempting to flee domestic violence, intimate partner violence, and/or human trafficking (DV/IPV) who are experiencing homelessness, to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.	\$39,916,800	1,743 Slots	\$47,074,271	1,843 Slots	\$7,157,471	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.
		Staff and Administration	Supports staffing and administrative costs for TLS and shallow subsidy efforts administered by LAHSA.	\$6,506,575	19 LAHSA FTE 8% Administration	\$9,489,904	37 LAHSA FTE 8% Administration	\$2,983,329	Increase reflects increased staffing and administration costs.
	Subtotal			\$57,340,000		\$68,589,000			
Time-Limited Subsidies (cont.)	DPSS	Subsidized Housing for Homeless Disabled Individuals Pursuing SSI	Supports rental subsidies for individuals who are homeless or at risk of homelessness who are receiving General Relief benefits and pursuing Supplemental Security Income (SSI).	\$3,620,000	567 Slots	\$10,415,000	1,690 Slots	\$6,795,000	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.
	Subtotal			\$3,620,000		\$10,415,000			

HOUSE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Permanent Supportive Housing	DHS	Intensive Case Management Services (ICMS)	Supports the ICMS program, which provides permanent supportive housing (PSH) to clients with a range of tailored services designed to meet the individual's needs, including outreach and engagement; intake and assessment; housing navigation; housing case management; housing stabilization; and connections to emergency financial assistance to avoid evictions; linkages to health, mental health, and substance use disorder services; benefits establishment; vocational assistance; etc.	\$104,463,671	20,400 Slots	\$77,312,050	24,100 Slots	(\$27,151,621)	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.
		Rental Subsidies/Tenancy Support Services	Supports locally-funded rental subsidies for a subset of PSH clients and Tenancy Support Services, which include move-in assistance, crisis intervention, health and safety visits, unit habitability inspections, support with reasonable accommodations, administration of timely rental payments, and coordination with landlords to address unit or tenancy issues.	\$34,637,469	1,200 Slots	\$45,753,118	2,250 Slots	\$11,115,649	Increase reflects an increase in the number of locally-funded rental subsidies.
		Staff and Administration	Supports staffing and administrative costs to support PSH efforts administered by DHS's Housing for Health (HFH) Program.	\$19,854,860	62 FTE 5% Administration	\$27,695,490	107 FTE 5% Administration	\$7,840,630	Increase reflects additional staff for Housing for Health's (HFH) 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.
	Subtotal			\$158,956,000		\$150,761,000			
Permanent Supportive Housing (cont.)	DMH	DMH-HSSP	Supports DMH Housing Supportive Services Program (HSSP) which provides field-based/on-site mental health services to individuals countywide who have a serious mental illness and are living in PSH to promote housing stability and retention and enable them to meet their recovery goals.	\$13,330,000	3,097 Slots	\$0	3,813 Slots	(\$13,330,000)	Decrease reflects leveraging MHSa 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.
		Staff	Supports staffing costs to administer DMH PSH programs including HSSP.	\$2,508,000	12 FTE	\$2,568,825	12 FTE	\$60,825	Increase reflects cost of living adjustments.
	Subtotal			\$15,838,000		\$2,569,000			
	DPH	DPH-CENS	Supports Client Engagement and Navigation Services (CENS) Substance Use Disorder counselors serving clients living in project and tenant-based PSH.	\$3,053,000	233 PSH Sites Served 8 Contracts Estimated 3,500 Clients Served Annually	\$3,062,062	285 PSH Sites Served 8 Contracts Estimated 3,500 Clients Served Annually	\$9,062	Increase reflects cost of living adjustments.
	Subtotal			\$3,053,000		\$3,062,000			

HOUSE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Transitional Housing for Special Populations	LAHSA	Transitional Housing for TAY	Supports Housing First, low-barrier, harm reduction-based transitional housing for transition age youth and is part of a crisis response program that provides safe, client-driven supportive services and access to 24-hour interim housing for young people (ages 18-24).	\$14,421,524	530 Beds	\$15,513,960	587 Beds	\$1,092,436	Increase reflects increase in the number of beds and in the interim housing bed rate.
		Host Homes for TAY	Supports Host Homes, a Housing First and harm reduction-based housing model that is part of a crisis response program which provides safe, client-drive supportive services and access to community residents ("hosts") who also live in the housing unit.	\$805,200	55 Slots	\$967,250	55 Slots	\$162,050	Increase reflects an increase in host home slot costs.
		TAY Direct Cash Transfer Pilot	Supports addressing young adult homelessness through the provision of direct financial assistance and optional supportive services to increase positive housing outcomes among young people (ages 18-24).	\$1,322,000	48 Slots	\$1,322,000	48 Slots	\$0	No change.
		Staff and Administration	Supports staffing and administrative costs to support transitional housing efforts administered by LAHSA.	\$1,942,276	5 FTE 8% Administration	\$1,433,149	8% Administration Only	(\$509,127)	Decrease reflects moving 5 LAHSA FTE to interim housing line.
	Subtotal			\$18,491,000		\$19,236,000			
Transitional Housing for Special Populations (cont.)	DPH	Bureau of Disease Control Incentive/Enabler Project	Supports clients served by DPH infectious disease programs who are experiencing homelessness or at risk of losing their homes and requiring support for lodging, groceries, meal coupons, and transportation/cleaning services.	\$0	N/A	\$413,108	175 People Served Annually	\$413,108	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.
	Subtotal			\$0		\$413,000			

HOUSE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Housing Acquisition	LACDA	Facilitate Utilization of Federal Housing Subsidies	Supports the Homeless Incentive Program (HIP), which supports clients matched to federal subsidies with move-in assistance, security deposits, etc., and operates landlord recruitment and incentive programs.	\$13,852,000	2,762 Households Served Annually	\$11,043,268	2,238 Households Served Annually	(\$2,808,732)	Decrease reflects the estimated actual utilization of the HIP program in FY 2024-25.
	Subtotal			\$13,852,000		\$11,043,000			
	LAHSA	RPSS	Supports multi-year agreements between service providers and owners of multi-family buildings. Agreements provide owners with financial support for building property management, repairs and maintenance, and vacancies in exchange for providing affordable rental units to individuals and families.	\$7,191,712	1,224 Units	\$7,191,712	1,224 Units	\$0	No change.
		Housing Location	Supports landlord engagement to lease units directly to clients in the homelessness services system through recruitment efforts, incentives, and support for landlords, property owners, and property managers. Cultivates and sustains a deep network of providers and properties with the inventory of units centralized, categorized, accessible, and searchable in a user-friendly, online inventory management system maintained in real-time.	\$8,450,560	2,000 Units	\$5,000,000	2,000 Units	(\$3,450,560)	Decrease reflects the transition of housing location services to LAHSA, which will achieve cost efficiencies while improving program administration.
Housing Acquisition (cont.)	LAHSA	Master Leasing	Supports LAHSA in centralizing the leasing of entire buildings and individual apartments (scattered site) to quickly and permanently house PEH through a range of incentives offered to property owners and developers to facilitate increased usage of tenant based vouchers.	\$0	N/A	\$12,991,315	Estimated 1,400 Units	\$12,991,315	Increase reflects scaling of the recently-launched master leasing program.
		Unit Acquisition Vendors	Supports unit acquisition costs associated with fiscal agent and property manager vendors to appropriately track and manage invoices, accounts receivable/payable, maintenance and work orders, occupancy/vacancy of units, proof of property ownership, data and technology tools, and consulting for infrastructure development.	\$0	N/A	\$1,000,000	N/A	\$1,000,000	Increase reflects new contracted services for LAHSA's unit acquisition scale up.
		Staff and Administration	Supports staffing and administrative costs to support unit acquisition efforts administered by LAHSA.	\$1,916,728	6 FTE 8% Administration	\$3,867,261	8.5 FTE 8% Administration	\$1,950,533	Increase reflects increased staffing and administration costs.
	Subtotal			\$17,559,000		\$30,050,000			
TOTAL	Total			\$452,340,000		\$477,477,000		\$25,137,000	

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

STABILIZE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Benefits Advocacy	DPSS	Benefits Advocacy	Supports DHS Countywide Benefits Entitlements Services Team (CBEST) program, which provides people at risk of or experiencing homelessness with Supplemental Security Income (SSI), Social Security Disability Income (SSDI), and Cash Assistance Program for Immigrants (CAPI) benefits advocacy services. Funding is allocated to DPSS and matched to federal dollars then provided to DHS.	\$5,000,000	2,000 Applications & Appeals Submitted	\$5,000,000	2,000 Applications & Appeals Submitted	\$0	No change.
	Subtotal			\$5,000,000		\$5,000,000			
	DMH	Benefits Advocacy	Supports DMH staff to conduct mental health assessments and provide mental health records to support applications for SSI, SSDI, CAPI, and veterans' benefits.	\$1,513,000	8 DMH FTE	\$1,513,000	8 DMH FTE	\$0	No change.
	Subtotal			\$1,513,000		\$1,513,000			
	MVA	Benefits Advocacy	Supports MVA with providing veterans with benefits advocacy services.	\$0	N/A	\$1,352,991	4 MVA FTE 120 Applications & Appeals Submitted	\$1,352,991	Increase reflects the transition of veterans' benefits advocacy services from DHS to MVA and includes new MVA staff and funding for the legal services contract for veterans.
	Subtotal			\$0		\$1,353,000			
Legal & Financial Services	LAHSA	Legal Services	Supports legal services for clients that includes assistance with eviction prevention, landlord dispute resolution, credit resolution advocacy, criminal record expungement, and other legal services that relate to housing retention and stabilization, as well as resolving legal barriers that impact a person's ability to access permanent housing, social service benefits, and stable employment.	\$3,288,000	822 Legal Services Slots	\$2,985,000	822 Legal Services Slots	(\$303,000)	Decrease is due to leveraging other funding in FY 2024-25 for the Representative Payee Program. There is no change in service levels.
		Administration	Supports administration costs to support legal and financial services efforts administered by LAHSA.	\$286,000	8% Administration Only	\$259,000	8% Administration Only	(\$27,000)	Decrease reflects a decrease in administration costs.
	Subtotal			\$3,574,000		\$3,244,000			

STABILIZE									
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2023-24 # Slots/FTEs	FY 2024-25 Draft Allocation	FY 2024-25 # Slots/FTEs	Variance	Explanation of Variance
Critical Documents & Background Clearing	PD	Criminal Records Clearing Project	Supports services to clear felony and misdemeanor records at outreach events throughout the County via Public Defender mobile legal clinics to streamline the expungement process for people experiencing or at risk of homelessness. These services help remove barriers to housing, employment, and government benefits.	\$3,265,000	1,200 Petitions Granted	\$3,511,000	1,200 Petitions Granted	\$246,000	Increase reflects cost of living adjustments.
	Subtotal			\$3,265,000		\$3,511,000			
Employment & Income Support	DEO	Employment for Adults Experiencing Homelessness	Supports the Regional Initiative for Social Enterprises (LA:RISE) that unites the City of LA and County Workforce Development System with employment Social Enterprises to assist those impacted by homelessness get good jobs and remain employed. Supports Transitional Subsidized Employment paired with wraparound support and barrier removal services.	\$6,255,800	1.5 DEO FTE 25 Contract FTE 797 Slots	\$8,426,381	1.5 DEO FTE 25 Contract FTE 823 Slots	\$2,170,581	Increase reflects an increase in slots and an increase in participant wages.
	DEO	Staff and Administration	Supports staffing and administrative costs to support employment and income support efforts administered by Department of Economic Opportunity (DEO).	\$865,200	1.5 DEO FTE 6% Administration	\$1,015,079	1.5 DEO FTE 6% Administration	\$149,879	Increase reflects cost of living adjustments and increase in administration costs.
	Subtotal			\$7,121,000		\$9,442,000			
	LAHSA	Employment Services	Supports Employment Specialists who provide employment services to people experiencing homelessness and Employment Liaisons who provide regional-level coordination with public workforce development entities and employers.	\$2,271,480	18 Contract FTEs Estimated 900 Clients Served Annually	\$3,063,760	8 Contract FTEs Estimated 900 Clients Served Annually	\$792,280	Increase reflects annualized costs for a program increase that occurred during FY 2023-24.
		Administration	Supports administrative costs to support employment and income support efforts administered by LAHSA.	\$197,520	8% Administration Only	\$266,414	8% Administration Only	\$68,894	Increase reflects increase in administration costs.
	Subtotal			\$2,469,000		\$3,330,000			
TOTAL	Total			\$22,942,000		\$27,393,000		\$4,451,000	

LOS ANGELES COUNTY HOMELESS INITIATIVE - FY 2024-25 DRAFT FUNDING RECOMMENDATIONS

LOCAL JURISDICTIONS							
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2024-25 Draft Allocation	Variance	Explanation of Variance
Cities and Councils of Government (COGs)	CEO	Cities/COGs	Supports the Local Solutions Fund, which advances the most impactful evidence-based regional and local co-investment solutions that result in effective pathways to housing and services.	\$20,500,000	\$20,500,000	\$0	No change.
Continuums of Care (CoCs)	CEO	COCs	Supports the Long Beach, Pasadena, and Glendale CoCs which receive a direct allocation of funding for homeless prevention, outreach, interim housing, housing navigation, housing location, and time limited subsidies.	\$6,440,000	\$10,000,000	\$3,560,000	Increase reflects the increase in the Homeless Count.
Encampment Resolution	CEO		Supports encampment resolution and partnership with local jurisdictions.	\$0	\$10,000,000	\$10,000,000	Increase reflects expanded encampment resolution in partnership with local jurisdictions.
TOTAL	Total			\$26,940,000	\$40,500,000	\$13,560,000	

ADMINISTRATION							
STRATEGY	Agency	Service Type	Description of Services	FY 2023-24 Approved Allocation	FY 2024-25 Draft Allocation	Variance	Explanation of Variance
Administration	CEO	Administration	Supports Homeless Initiative programmatic, fiscal, and contractual administration and oversight.	\$16,802,000	\$20,000,000	\$198,000	Funding allocation proposed maintains service levels comparable to those in FY 2023-24.
TOTAL	Total			\$16,802,000	\$20,000,000	\$198,000	