

# 5.08 Early Lessons from California's ERF & the Unsheltered NOFO



## Mike Savara

*Oregon Housing and Community Services*

## Jenny Robbins

*Contra Costa Health Services*

## Kimberly Barnette

*LA County Chief Executive Office*

It is increasingly important for CoCs to proactively respond to encampments with housing and services. Learn from communities that have received federal and state funding for these efforts. See how they put these funds to use, what outcomes resulted, and what they will do to further improve their efforts.



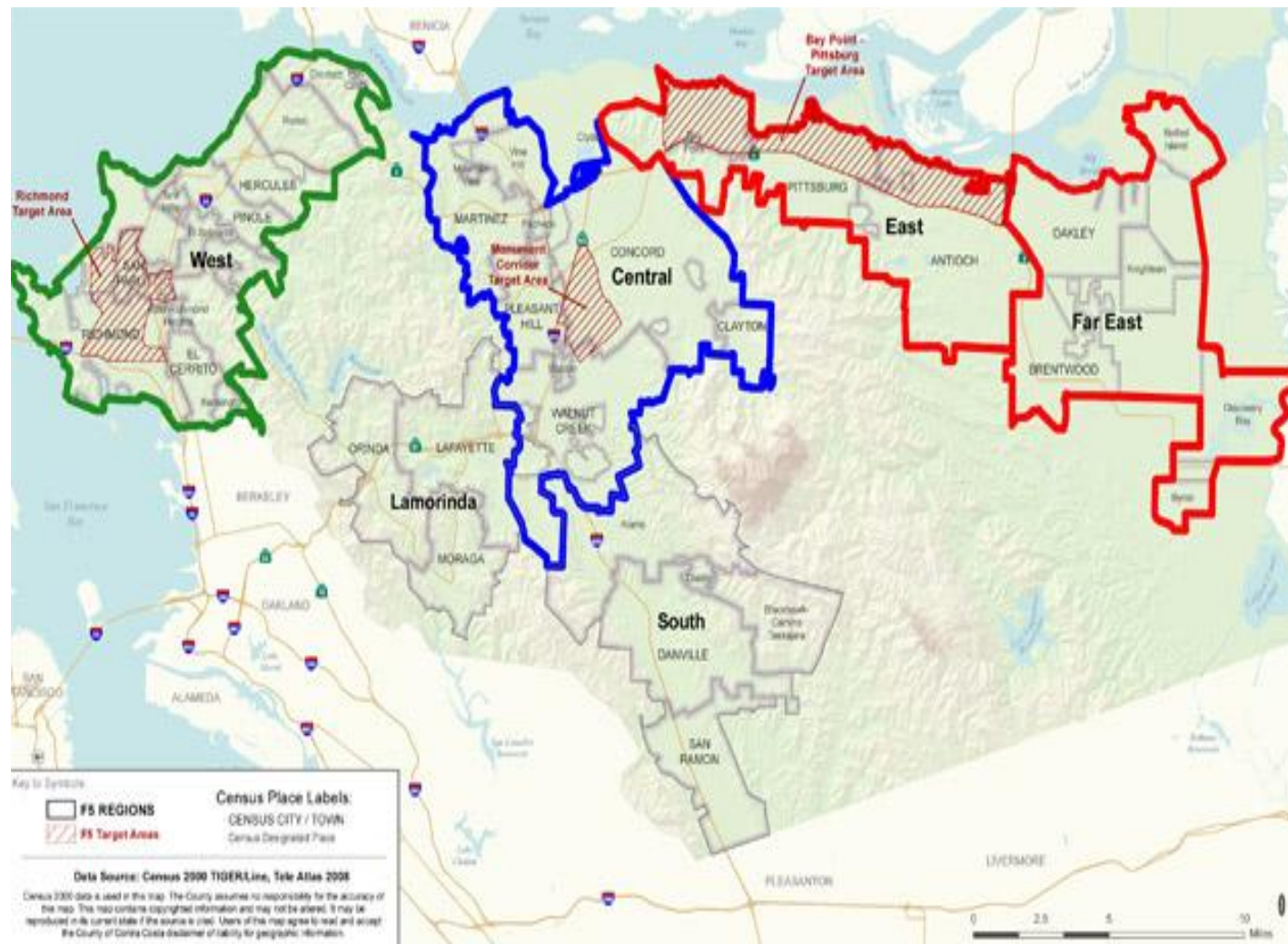


[cchealth.org](http://cchealth.org)

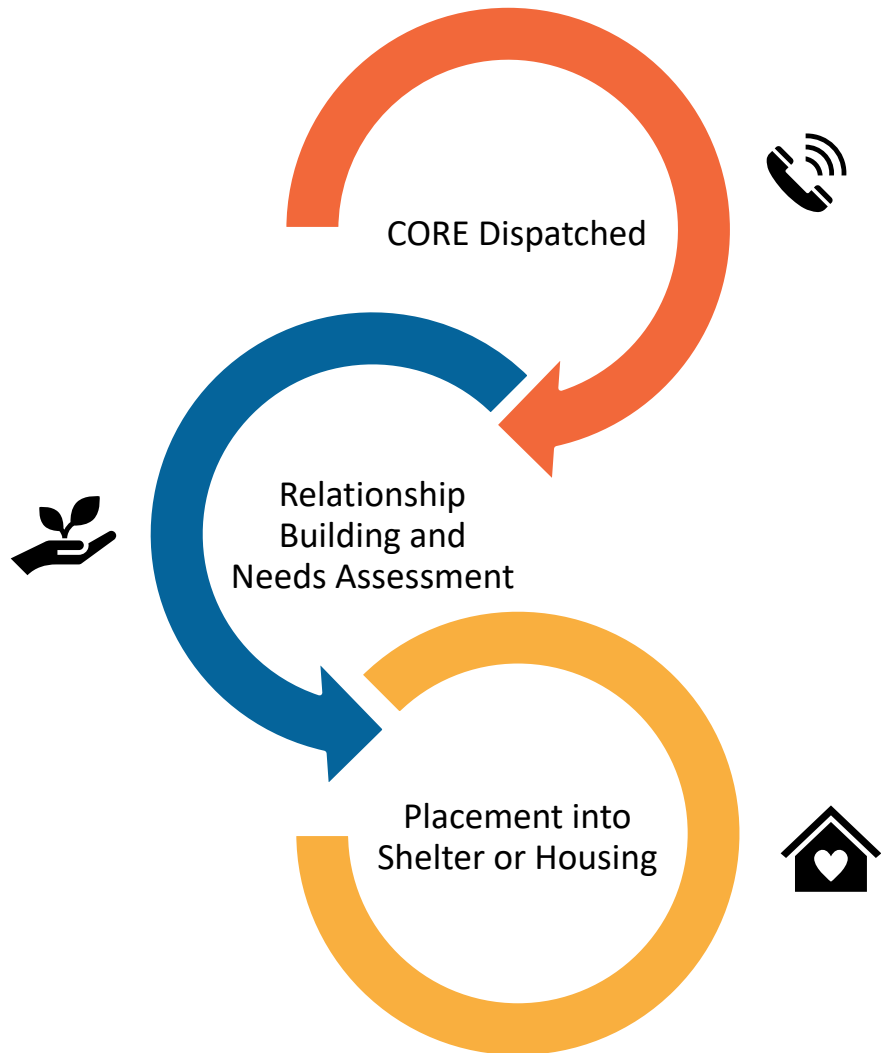
## **Encampment Resolution Solutions: Contra Costa County**

Jenny Robbins, LCSW  
Chief of Programs  
Contra Costa Health

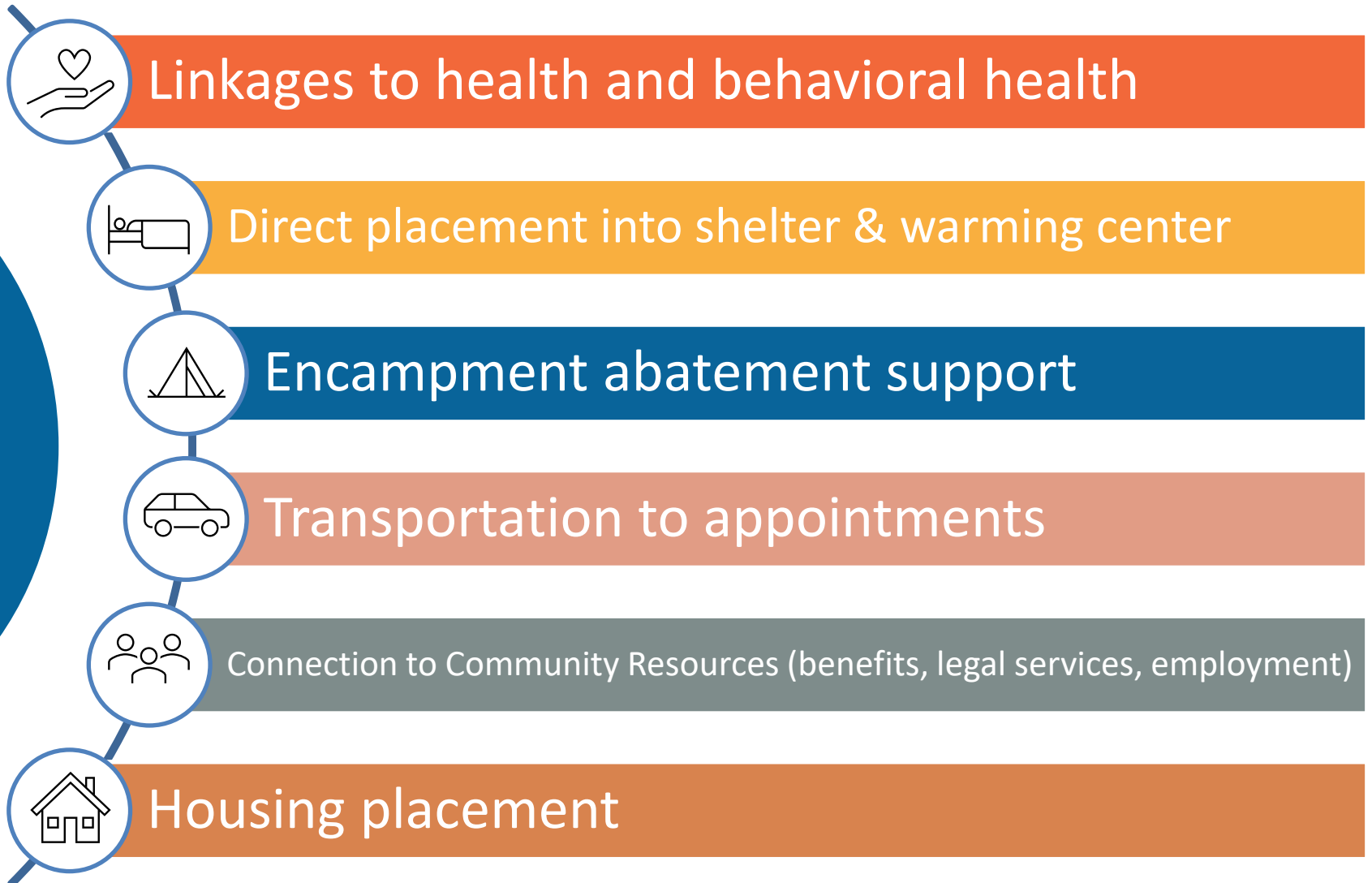
## A map of the San Francisco Bay Area. The counties are color-coded: Sonoma (blue), Napa (blue), Solano (blue), Marin (blue), Contra Costa (yellow), Alameda (yellow), Santa Clara (green), San Mateo (red), and San Francisco (orange). The map shows the coastline and the bay area.







# Housing Focused Street Outreach



## City/County Partnership

Concord	
Martinez	
Pittsburg	
Pleasant Hill	
Richmond	
San Pablo	
Walnut Creek	
El Cerrito	
Antioch	





# Encampment Resolution Contra Costa Model



## Contra Costa ERF Awards

ERF 1  
Richmond  
\$4.8M

ERF 2R  
Richmond  
\$8.6M

ERF 3  
Contra Costa  
\$5.7M

ERF 3  
Antioch  
\$6.8M

**Total ERF to Contra Costa  
\$25.9 Million**

**ERF 1 City of Richmond –  
Castro St.**



**ERF 2 City of Richmond,  
CalTrans**



**ERF 3 Contra Costa County, San  
Pablo**



**ERF 3 City of Antioch, Sunset  
Ave**



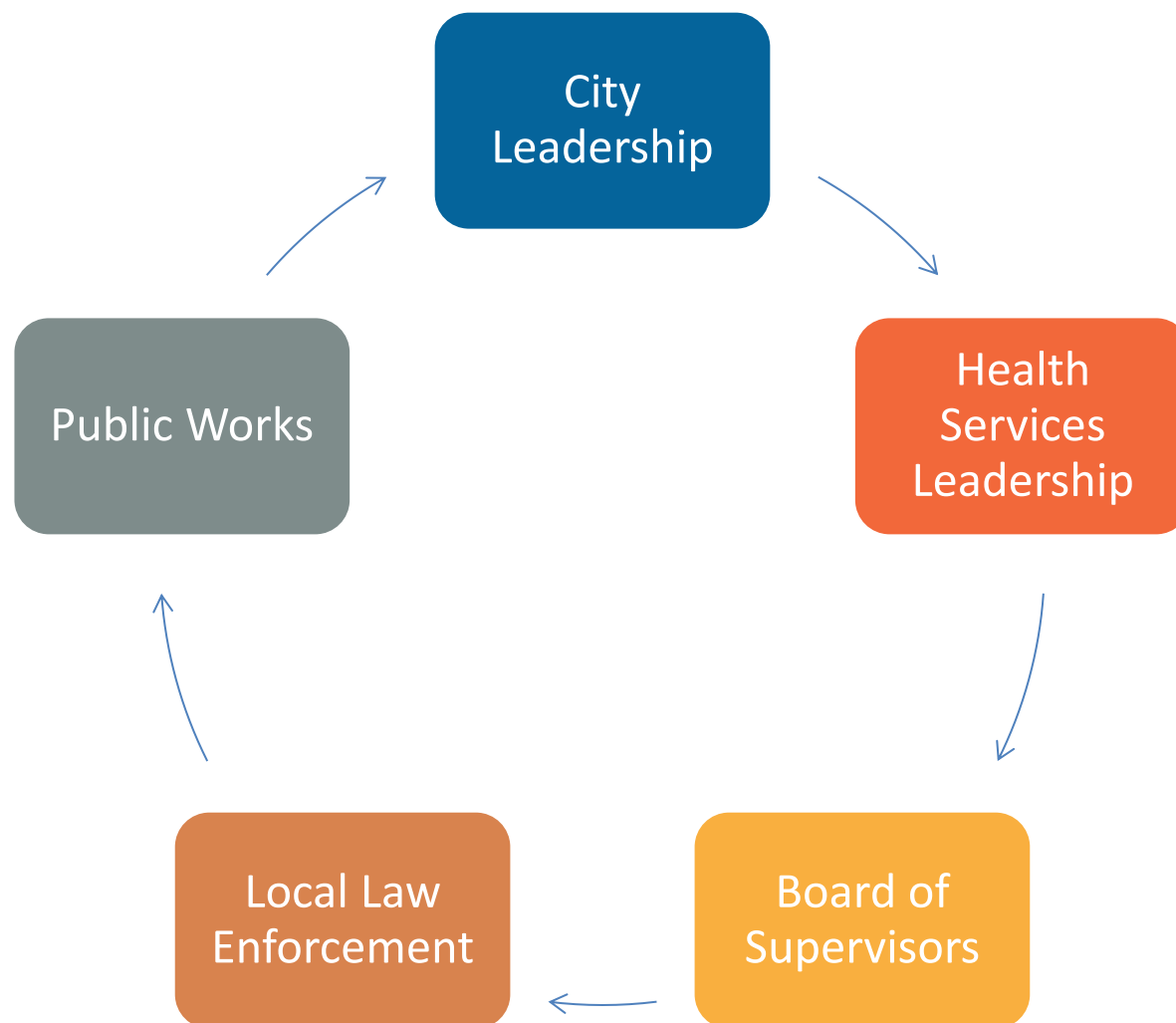




## The Foundation

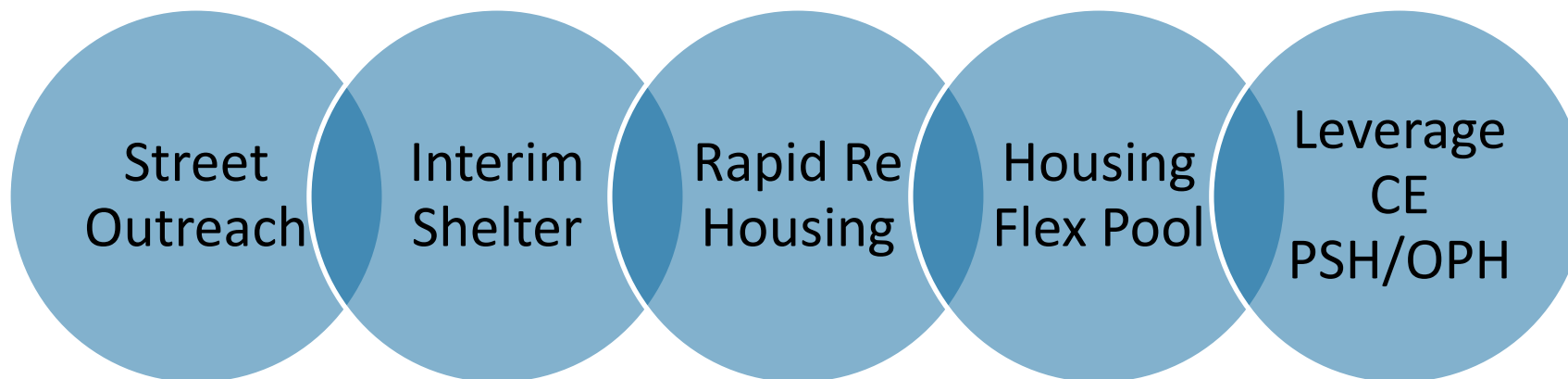


# It Takes a Village





## Foundation of Model

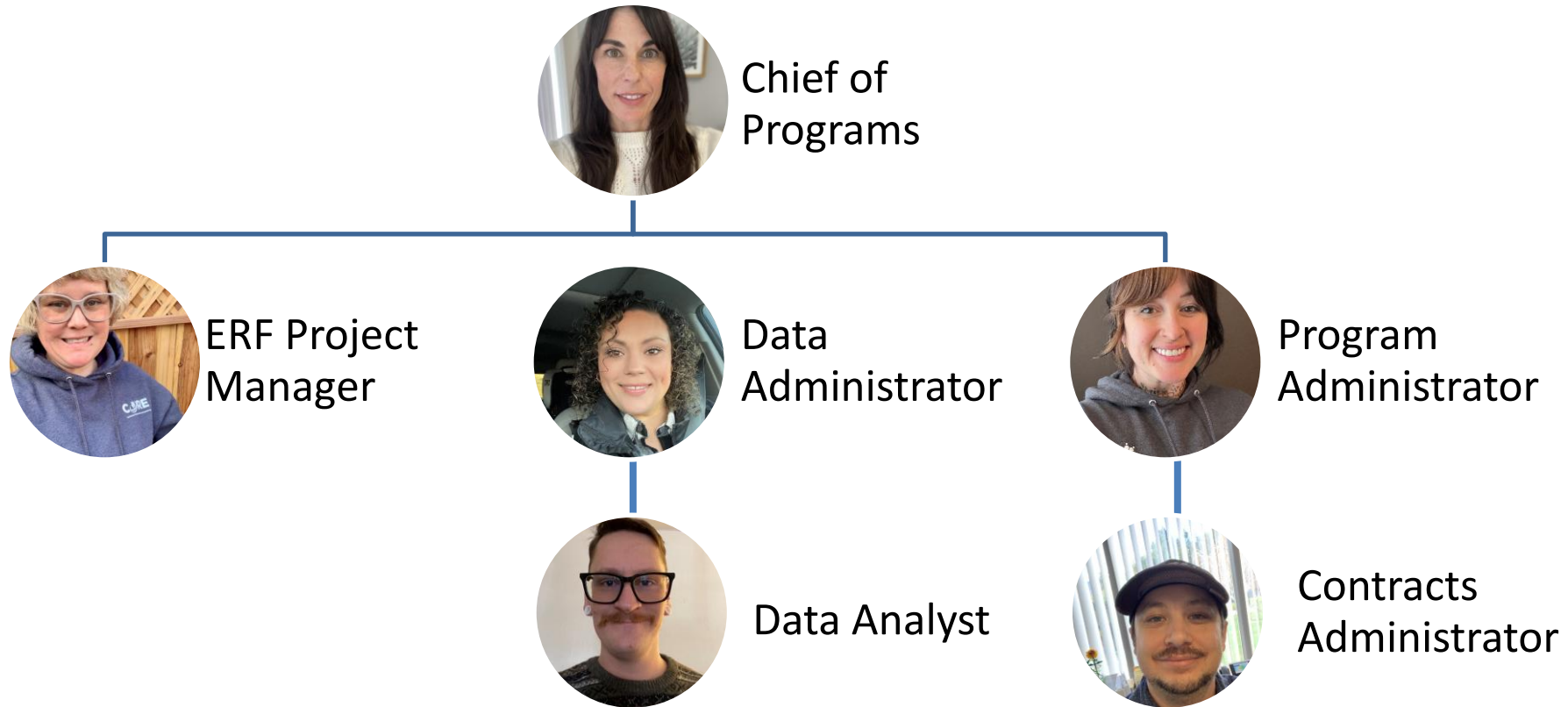


# Meet the Team





# Contra Costa ERF Administrative Support Team



# Person-Centered Housing

## Interim Housing



## Trauma Informed Spaces



## Permanent Housing



## Leveraging Resources

**HUD/CoC**

**City  
Investment**

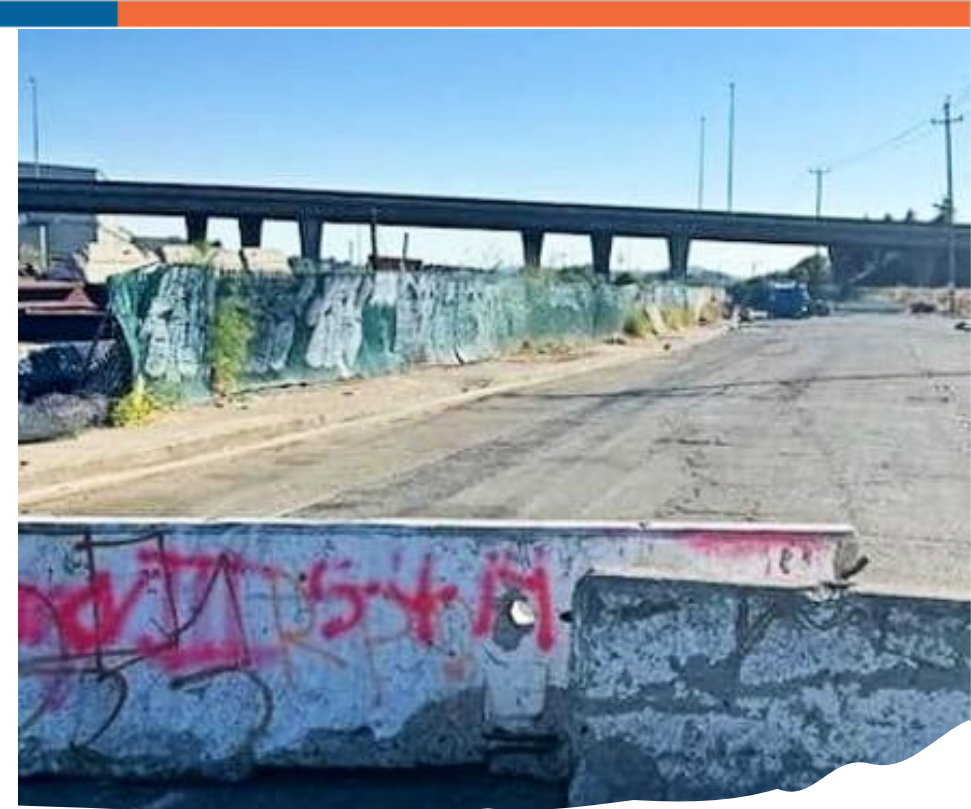
**Measure X**

**CalAIM**

**State  
Funding**

**SNOFO**





**ERF 1 Castro St.,  
Richmond, CA**





## Castro Street Encampment

100+ individuals on location

20 RVs; 30 Cars

COVID Abatement  
Moratorium

Animal Control

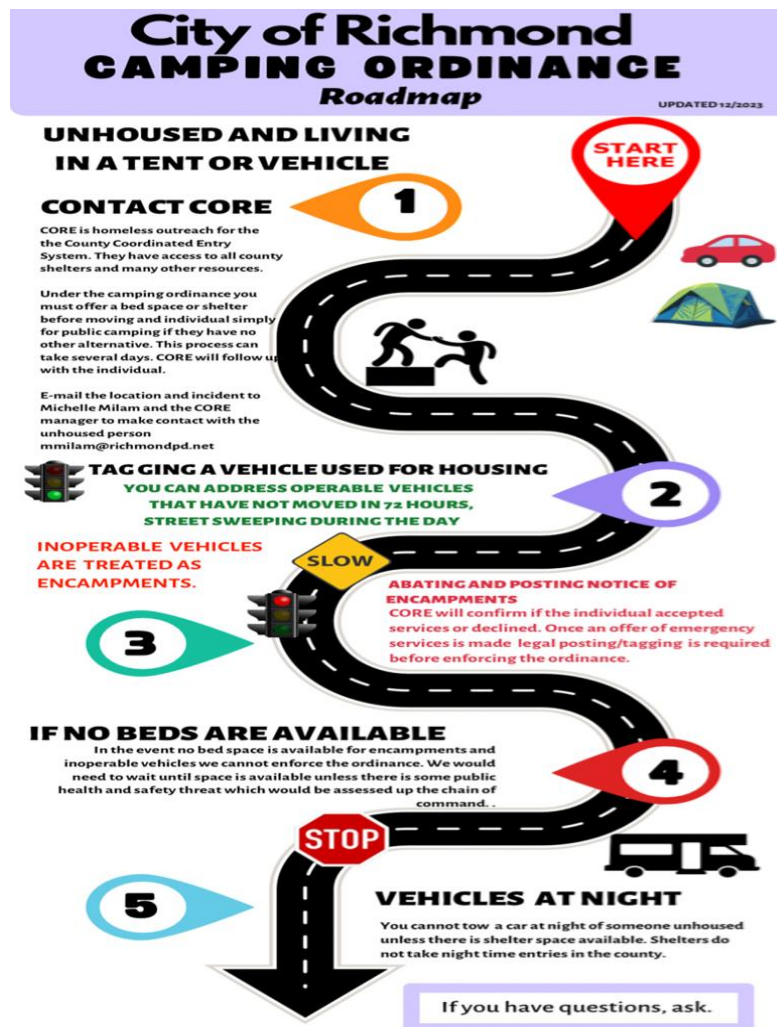
Neighborhood  
impact

Criminal  
Activity

Health and  
Safety



## ERF 1 Partnership



## Castro Street Encampment

### Richmond clears Castro encampment

July 13, 2023

975 0



Curl lauded the work of government, nonprofit and private organizations for efforts to "sunset this encampment in a thoughtful way."





## People Served

106 Individuals Served

98% Enrolled in  
Transition Care Program

## Outcomes

63 (60%)  
Exits to Stable Housing

98% Maintained  
Housing

1 Return to  
Homelessness

## Services Provided

198 Housing Navigation  
Services

183 Case Management  
Services

101 Months of Rental  
Assistance





## ERF 2-R Richmond Model

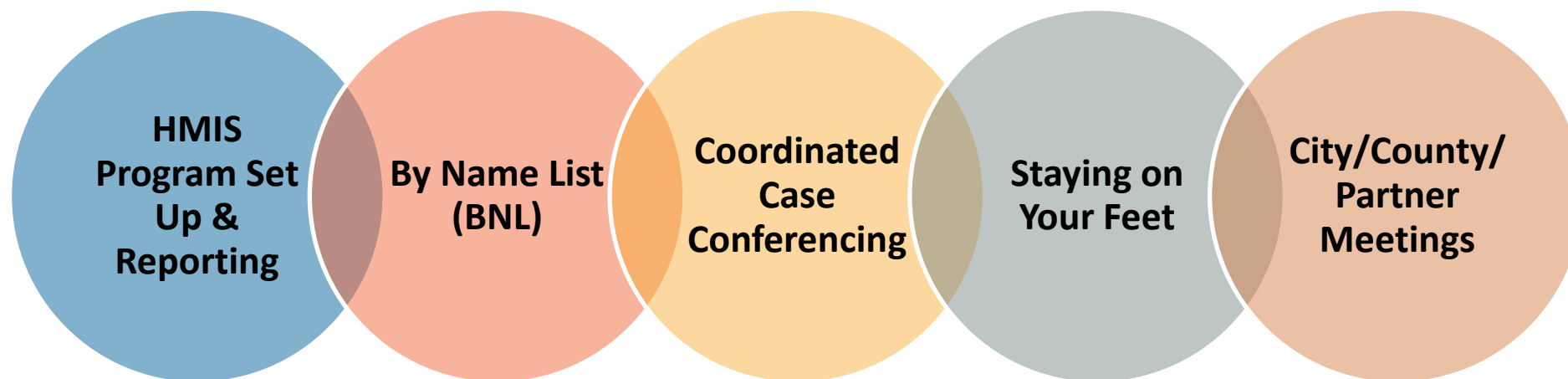


## ERF 2-R Richmond: A Shift in Approach





## Key Ingredients



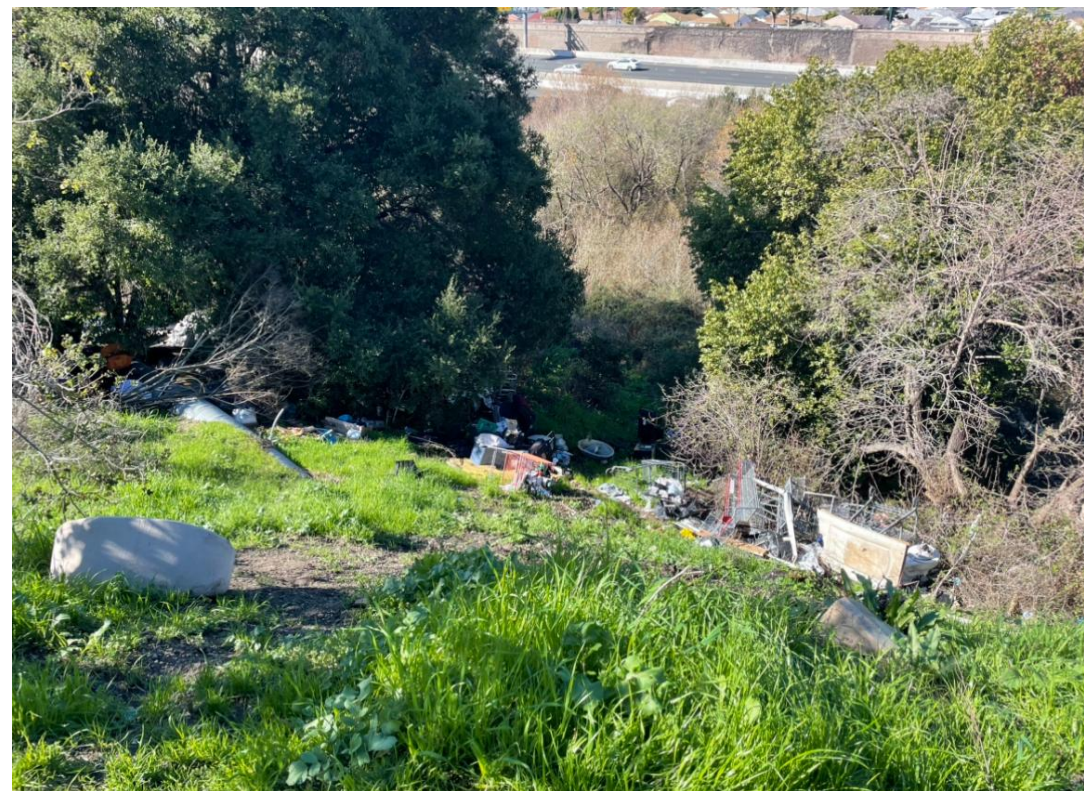
## ERF 3-R: San Pablo







## Encampment Landscape



## ERF 3-R: Encampment Background

30-50  
individuals

Behavioral  
Health

Chronically  
Homeless

Generational  
homelessness

Hard to reach





## ERF Funded Intervention Types

**Street Outreach**

**Modular shelter**

**Rapid  
Rehousing +  
Shallow Subsidy**

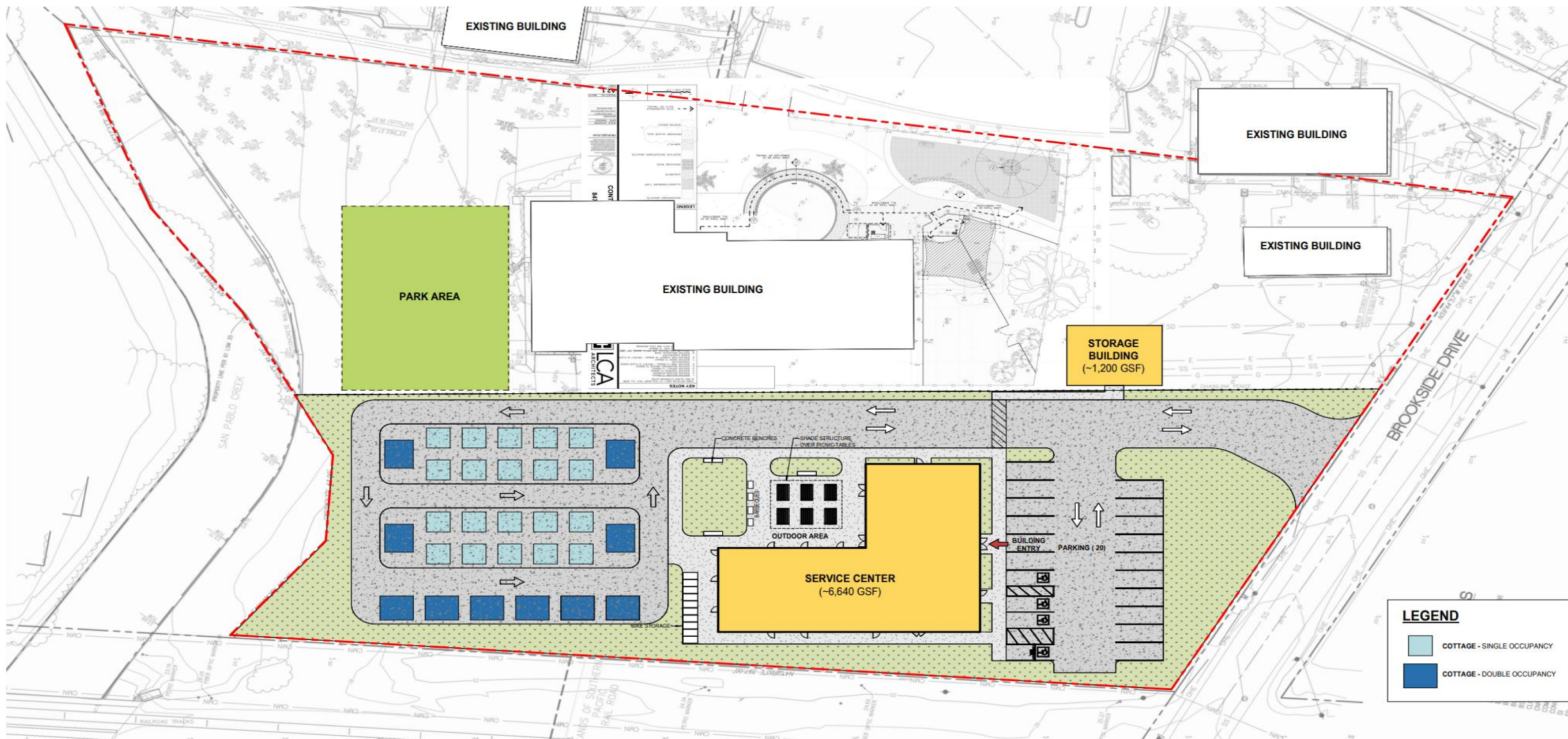
**Housing Flex  
Fund**

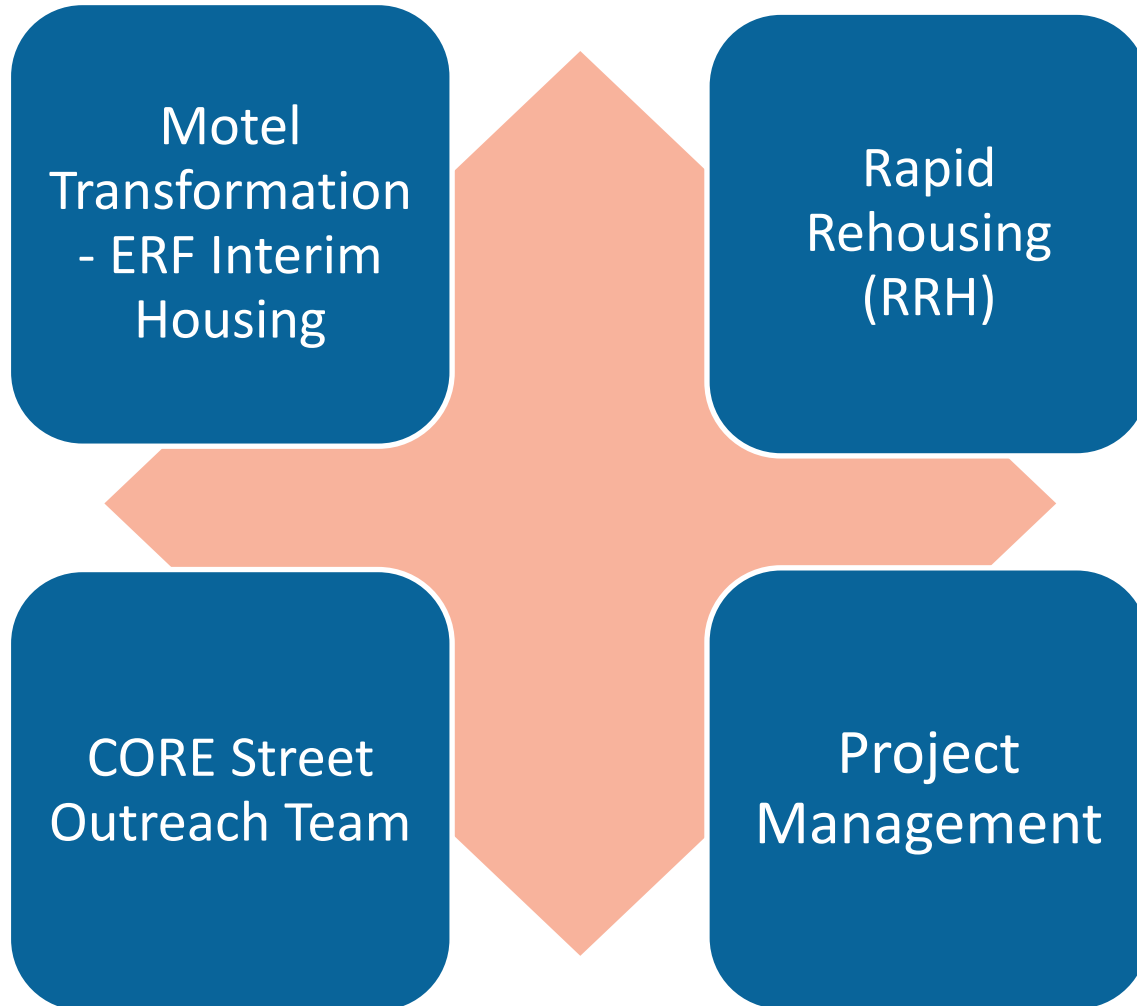
**Workforce  
Development**





# Expansion of Non-Congregate Shelter beds



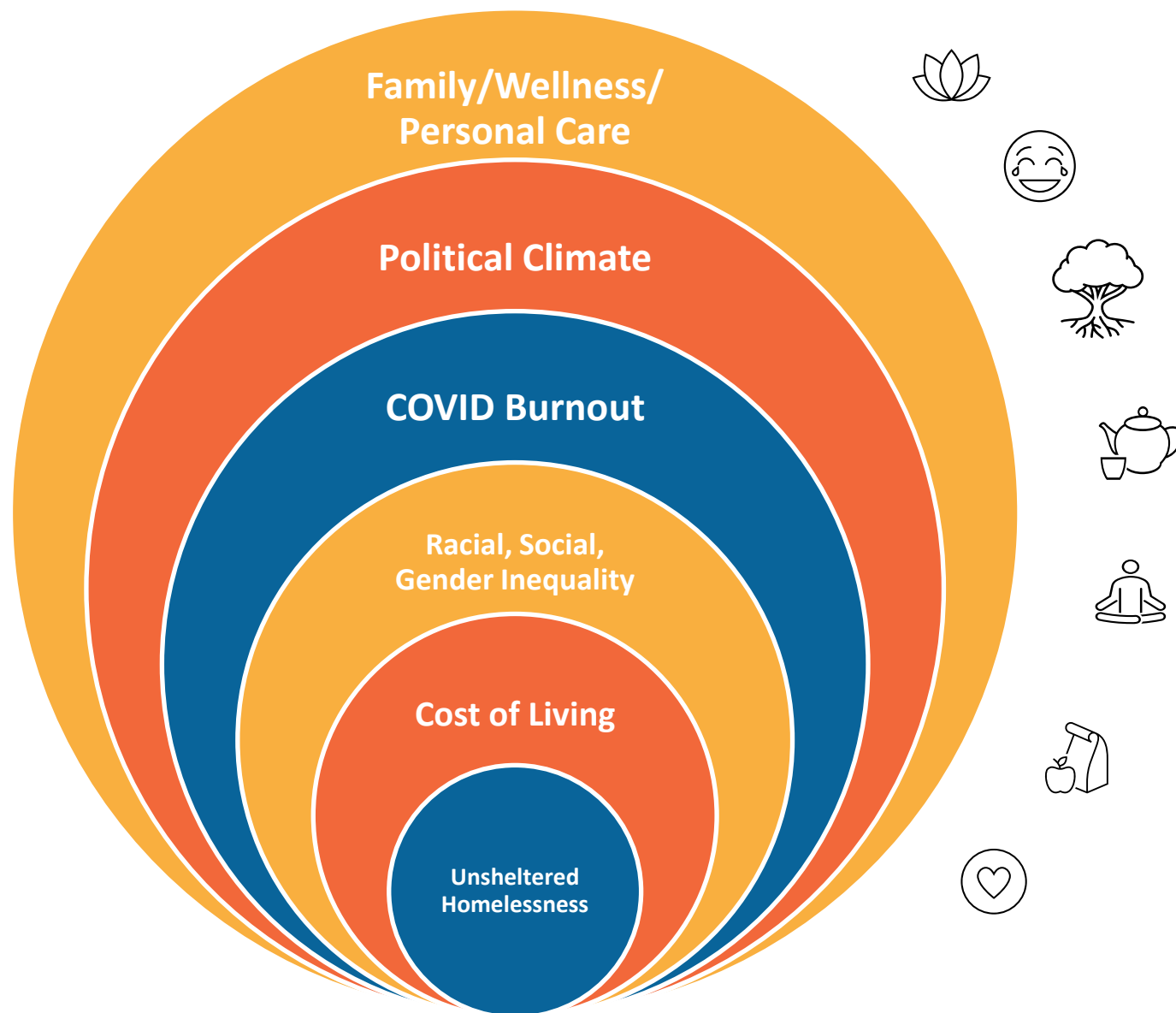


## ERF 3-R: Antioch Sunset





**Thank you**







Chief  
Executive  
Office.



County of Los Angeles  
Homeless  
Initiative



**Pathway Home**

A Los Angeles County-led Partnership  
for Encampment Resolution

# PATHWAY HOME ENCAMPMENT RESOLUTION

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Kimberly Barnette, Principal Analyst

# AGENDA

- 
- 1 What is Pathway Home?
  - 2 Centralize Coordination
  - 3 Pathway Home Interim Housing Model
  - 4 Data

# LA County Pathway Home

## 1 What is Pathway Home?

- A bold approach to reducing unsheltered homelessness in LA County:
- Pathway Home is a **housing-focused, encampment-resolution program** launched as part of LA County's homeless emergency response.
- The program **uses Measure H/A and now State Encampment Resolution Fund (ERF) resources to mobilize a coordinated response** to prioritized encampments.
- It helps **people living on the streets to come indoors**, receive the supportive services they need, and ultimately **move into permanent housing**.
- The program also **returns public areas to clean and usable** community spaces.



# LA County Pathway Home

**A full-circle solution focused on housing stability:**

## Encampment Resolution

Unhoused individuals voluntarily choose to leave the encampment.

## Interim Housing Options

Every individual is guaranteed placement into interim housing.

## Connection to Services

Individuals receive connections to County services to increase income, benefits, and wellness.

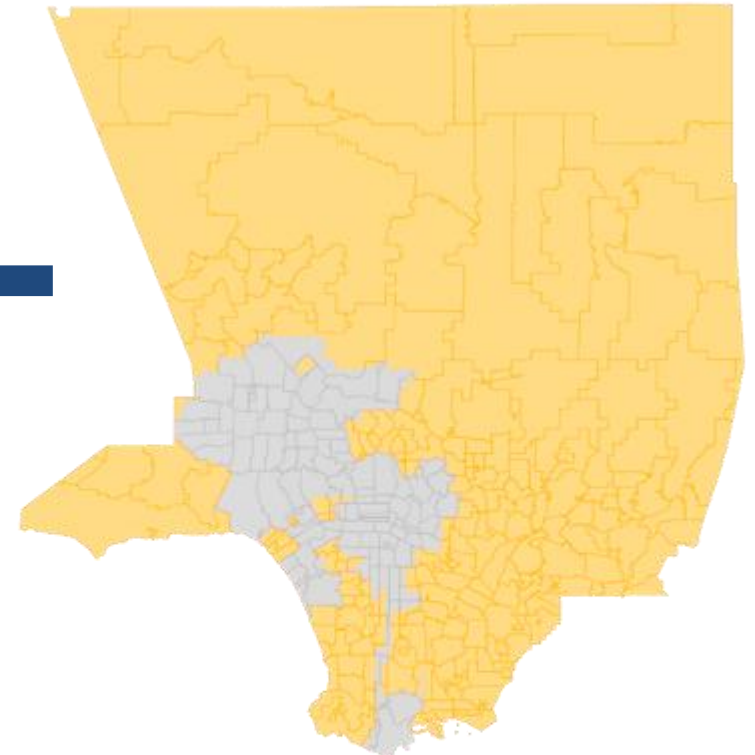
## Housing Navigation

Life Skills, Case Management, and Housing Navigation are offered to help people achieve housing stability.

## Funded Permanent Housing

People are offered fully-funded, permanent housing.

**87 Cities and  
Unincorporated Areas**



# LA County Pathway Home

2

## Why Here? Why Now?



**January 2023:** LA County declared a homeless emergency, unlocking new authorities to resolve encampments



August 2023: Pathway Home launched to prioritize encampments in communities that have been disproportionately impacted by homelessness & poverty.



**Nov 2023:** CA Department of Housing and Community Development (HCD) releases a Notice of Funding for the 3rd round of the Encampment Resolution Funding (ERF) Program.

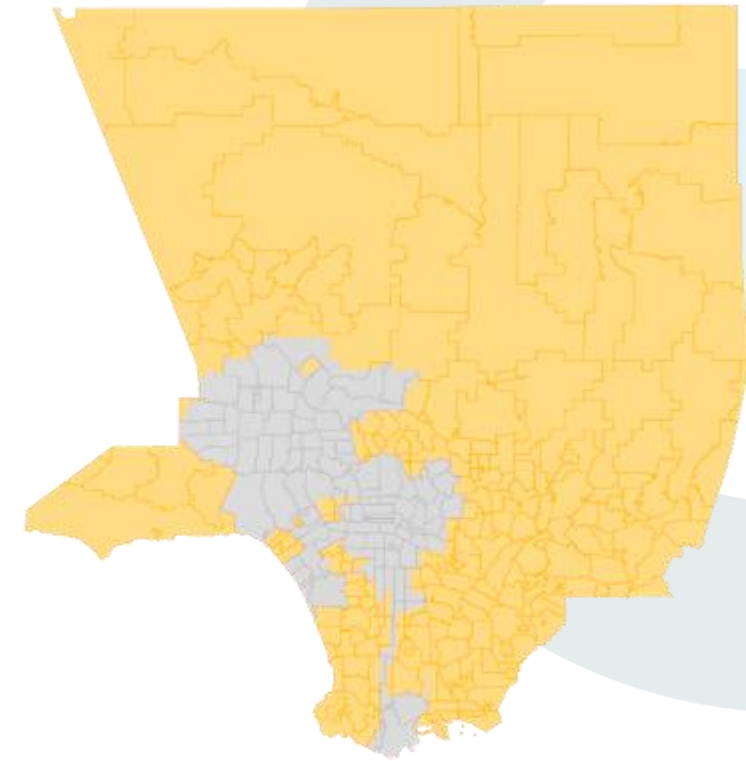


**April 2024:** LA County receives State award to resolve encampments in communities that have been disproportionately impacted by homelessness & poverty



**February – July 2025:** LA County is now offering unhoused residents in Countywide Jurisdictions and ERF3 Zones entry into the Pathway Home program.

**87 Cities and  
Unincorporated Areas**



## Who is involved?

### Local Jurisdictions

- LA County Board of Supervisors
- Incorporated LA County Jurisdictions
- CalTrans
- Other Government Agencies

### Service Providers

- CBO's

### Motel Partners

### Los Angeles Homeless Services Authority (LAHSA)

### LA County Departments

- Animal Care & Control
- Chief Executive Office – HI
- Chief Executive Office – RED
- Department of Health Services
- Department of Public Health
- Department of Public Works
- Department of Mental Health
- LA Sherriff's Department HOST
- LA County Fire Department

# LA County Pathway Home

## Completed Operations

UI Lennox / Inglewood	August 2023	West Rancho Dominguez (RV)	November 2023
Hawthorne	October 2023	Lynwood	December 2023
Pomona	November 2023	Florence/Firestone & Walnut Park (RV)	December 2023
Tropical Storm Hilary	December 2023	Long Beach	January 2024
Compton	January 2024	Signal Hill / Long Beach	March 2024
Santa Monica	February 2024	Palmdale	July – August, 2024
Monrovia / Duarte	June 2024	El Monte	November 2024
Inglewood / UI SD 2	October 2024	RFK Inspiration Park	December 2024
Florence / Firestone	November 2024	ERF Zones 1 & 2	January 2025
ERF Zone 1 – Santa Fe Springs	December 2024	ERF Zone 5 – Rosa Parks/Willowbrook	January 2025
East Gardena (RV)	August 2023	SD 1 UI East LA	January 2025

## Planned Operations

ERF Zone 4 – Lynwood	ERF Zone 6 #2
ERF Zone 5 & 6	Unincorporated East Gardena (RV)



## Pathway Home

A Los Angeles County-led Partnership for Encampment Resolution

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

With Pathway Home, the County will reduce unsheltered homelessness by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. These encampment resolutions also seek to restore public spaces to their intended use.

<https://homeless.lacounty.gov/pathway-home>



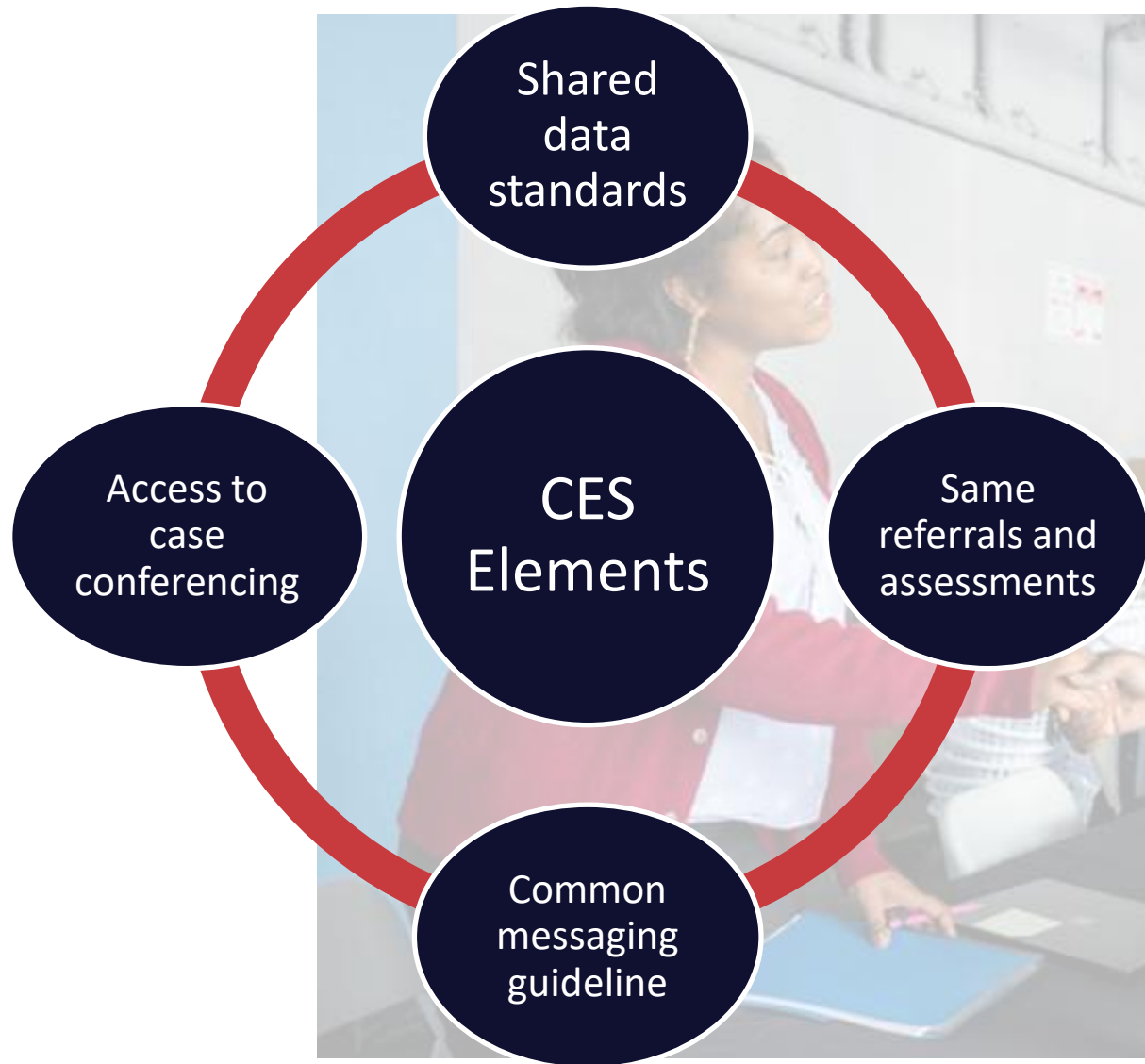


County of Los Angeles

**Homeless  
Initiative**

# **Coordinated Entry System & Outreach Coordination**

# Leveraging CES for Encampment Resolution



Pathway Home uses the existing Coordinated Entry System infrastructure of the Los Angeles Continuum of Care to integrate with existing system flow and avoid duplication of efforts.

The CES elements we rely on are:

- 1) Shared Data – all outreach uses the same definitions for ‘Contact’ and ‘Service’, and logs all these in HMIS,
- 2) Same Referrals & Assessments – encampment residents access the same resources regardless of what agency their outreach Point of Contact comes from,
- 3) Common Messaging – all outreach teams work under the same approach of what information is shared when,
- 4) Access to Case Conferencing – only CES-affiliated homeless services staff contribute client information during case conferencing.

# Outreach Approach and Coordination

## Existing, Ongoing Outreach

- The outreach system already has an existing footprint at an encampment
- Our first step is identifying these teams, and their depth of engagement

## By-Name List (BNL) Management

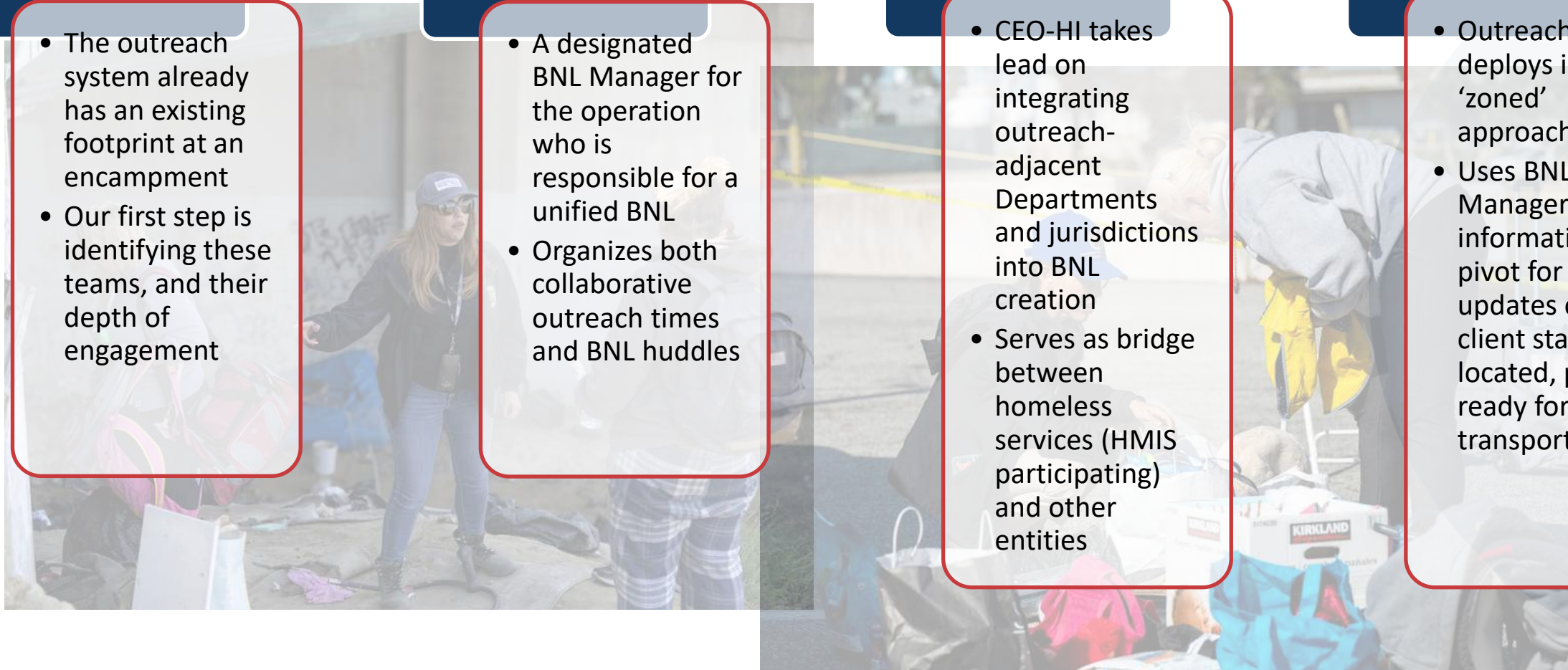
- A designated BNL Manager for the operation who is responsible for a unified BNL
- Organizes both collaborative outreach times and BNL huddles

## Partner Integration

- CEO-HI takes lead on integrating outreach-adjacent Departments and jurisdictions into BNL creation
- Serves as bridge between homeless services (HMIS participating) and other entities

## Operation Day Deployment

- Outreach deploys in a 'zoned' approach,
- Uses BNL Manager as information pivot for updates on client status: located, packing, ready for transport, etc.



# Outreach and Messaging Timeline

Street Outreach teams supporting Pathway Home use a Messaging Guide to ensure consistent information across each phase of the Encampment Resolution.

## Planning Phase

- Outreach teams assess service needs and interest in various IH options;
- Teams communicate that resources discussed will be specific to this encampment

## Response Phase

- ‘Soft’ Messaging: clients informed that resources are being dedicated to this encampment
- ‘Hard’ Messaging: clients assigned a 1:1 relationship with a bed/room and informed they’re confirmed for a resource

## Mitigation Phase

- Outreach teams engage clients remaining or newly arrived to encampment - informing them of non-Pathway Home resources.



# Street Base Medical and Mobile Teams Response to Encampment Resolution



- Aligning with local and Federal best practices, Pathway Home **leads with outreach and incorporates Field Medicine** teams into the planning process
- Collaborating with field-based medical and behavioral health partners ensures the **most vulnerable participants receive the low-barrier supportive services and care** they need, from the encampments to Interim Housing and beyond.

# LA County Multi Jurisdictional Supports

## LA County's Collaborative Encampment Resolution Strategy

**The Homeless Initiative, under the County's emergency declaration, coordinates with 88 cities, unincorporated areas, and state/federal partners. Our success hinges on:**

Intentional City Engagement:  
Consistent outreach and communication with city officials pre-, during, and post-Pathway Home.

- Through this, we act as a concierge for City leaders, conduct site tours, work to address negative barriers and views of encampment resolution efforts and troubleshoot concerns that may arise after operations are conducted, and collaborative planning across departments and municipalities.
- Regular data tracking for jurisdictions, reporting and quarterly updates on Pathway Home progress for each jurisdiction.

Targeted Encampment Coordination and By-Name list creation:

- We work with that jurisdictions respective Outreach teams, utilize heat maps, and prioritize that regions high-acuity and high priority participants
- Jurisdictional input is central, working closely with County Supervisors and city elected officials.

Regional Collaboration:

- Multi-jurisdictional partnerships within subregional clusters to maximize resources are pivotal as no one jurisdiction can solve this on their own or may not have the resources to do so.
- We coordinate within subregional clusters and leverage regional outreach teams, deployment sites, and interim housing to facilitate operations.



County of Los Angeles

# Homeless Initiative

# Data



# LA County Pathway Home

## Pathway Home Data Dashboard

Following the completion of a Pathway Home encampment resolution, data will be collected, reconciled, and posted online. Please allow 72 – 96 hours for updates to occur. Data on Individuals Permanently Housed is updated quarterly.

Pathway Home formally launched on August 9, 2023.

The below data are current as of February 10, 2025.

*This Pathway Home dashboard excludes data from our encampment resolution partnership with the City of Los Angeles.*



Total Encampment  
Resolutions

34



Individuals Moved into  
Interim Housing

1222



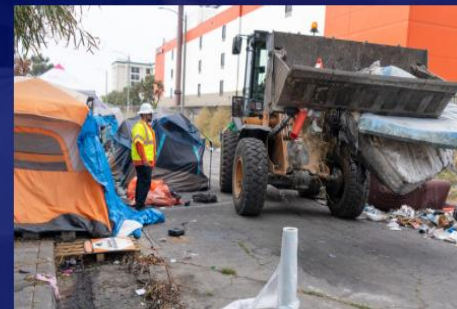
Recreational Vehicles  
(RVs) Removed

677



Individuals  
Permanently Housed

233





# Data Integration

## Planning Stage

Use **ARDI Equity Explorer** tool to inform how we prioritize regions based on community need

Outreach Coordination creates a **hotspot map** noting all recent outreach contacts to help us build our BNL for region we're looking to address

Leverage HMIS and outreach staff to collect demographic, pet, medical vulnerabilities, and location to populate BNL to plan for Interim Housing and long-term needs



## Post-Resolution

Migrate clients into **participant database** to be able to track participant throughput and do data analyses to continuously improve the program.

Utilize County databases to track **connections to vital county services** post Service Connect Event.

Send municipal partners quarterly reports to promote transparency

# Data Analysis: Racial/Ethnic Equity

Pathway Home: Share of Race/Ethnicity by SPA								
SPA	African American	American Indian, Alaskan Native	Asian	Data not collected	Latino/a/x	Native Hawaiian	White	Grand Total
1	35.50%	1.00%	0.50%	1.00%	24.50%	1.50%	36.00%	100.00%
3	11.59%	3.86%	1.45%	1.45%	49.76%	0.00%	31.88%	100.00%
4	22.22%	0.00%	11.11%	11.11%	33.33%	0.00%	22.22%	100.00%
5	31.11%	0.00%	4.44%	2.22%	15.56%	0.00%	46.67%	100.00%
6	39.13%	1.45%	1.45%	5.07%	36.23%	0.00%	16.67%	100.00%
7	22.02%	2.98%	0.60%	10.12%	50.00%	0.00%	14.29%	100.00%
8	39.76%	1.18%	0.00%	2.36%	35.43%	1.97%	19.29%	100.00%
CEO Approved Placements	33.33%	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%	100.00%
Grand Total	29.71%	1.94%	0.97%	3.59%	38.06%	0.78%	24.95%	100.00%
Variation from Actual racial/ethnic share by region	-2%	0%	-1%		4%	0%	-5%	

- Findings:
1. Overall, we’re doing a good job!

2. We must be mindful during refill efforts



3. We sometimes struggle with replacing relinquishments with similar folks


# LA County Pathway Home – Service Connection

The County's Service Connection Day aims to support encampment resolution clients in Interim Housing toward permanent housing solutions and supports.

- Occurs at interim housing the site 2-3 weeks after move-in day
- It is an opportunity to:
  1. Mobilize various County departments to activate a centralized day of resource navigation at the site where PEH are newly housed
  2. Get people document-ready so they can be connected to permanent housing resources.
- It's facilitated by CEO-HI with robust collaboration across multiple County Departments and partner agencies.


## Service Connection Day



**Abc Xyz Motel**  
**9:00 am – 2:00 pm**  **Friday**  
**December 15, 2023**

Los Angeles County's **Pathway Home** program helps people move from encampments into interim housing and provides participants like you with a comprehensive set of supportive services while we work together on your permanent housing plan.


**Service Connection Day Partners**



**Service Connection Day** is essentially a one-stop-shop for **Pathway Home** participants to sign up for various essential services and programs you may need or want – conveniently located at the interim housing site!

You're just footsteps away from life-changing services and support like:

- Medical care and treatment
- Mental health care
- Substance use disorder treatment
- Immigrant services
- Free cellphones and tablets
- Free identification card
- Birth certificate services for LA County-born participants
- Benefits Enrollment
  - Social Security Income (SSI)
  - Social Security Disability Insurance (SSDI)
  - General Relief
  - CalFresh
  - Medi-Cal
- Free/discounted rides from Metro
- Record clearing services



Scan code for access to resources and more information on Pathway Home.



## Questions



# Thank you.

**Kim Barnette**  
**[kbarnette@ceo.lacounty.gov](mailto:kbarnette@ceo.lacounty.gov)**



**Chief  
Executive  
Office.**



**County of Los Angeles**  
**Homeless  
Initiative**



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