

**REPORT FROM**

**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

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Date: July 24, 2025

CAO File No. 0220-06265-0000

Council File No.

Council District: All

To: The City Council

From: Matthew W. Szabo, City Administrative Officer



Subject: **County of Los Angeles Emergency Centralized Response Center (ECRC)**

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**SUMMARY**

On September 24, 2024, the Los Angeles County Board of Supervisors approved a motion to establish a Regional Emergency Centralized Response Center (ECRC) for Los Angeles County. The ECRC serves as a centralized physical location to coordinate resources and efforts addressing homelessness across the region. While homelessness efforts are conducted daily in the City of Los Angeles and throughout the County, given the size and population of the region, a physical location where all of the relevant County departments and community stakeholders can communicate daily and exchange information in real time has been established to increase efficiency.

**RECOMMENDATION**

Note and file.

**BACKGROUND**

The intent of the ECRC is to allow for unified decision-making among County departments, relevant City of Los Angeles departments, and service providers to streamline resources and address homelessness effectively, ensuring real-time updates on shelter availability, encampment resolutions, and outreach efforts. The ECRC provides up to date information on encampment locations, which is used to develop and maintain a coordinated outreach schedule that is updated daily. Information is shared among the relevant County Departments and community stakeholders to strategically prioritize outreach efforts.

The ECRC serves as a call center. A general email has been provided to all stakeholders to request homelessness related services. As requests are received they are prioritized and coordinated among the various agencies present. Additional agencies may be contacted if needed. Staff then coordinate in real-time on how to best

respond to the request and resources are deployed accordingly.

The following County departments are typically deployed by the ECRC, either on-site or from remote locations: the Department of Mental Health; Department of Health Services, Housing for Health; Department of Public Health, Substance Abuse Prevention and Control; Department of Military and Veterans Affairs; Department of Public Works; CEO-Homeless Initiative; Los Angeles County Sheriff's Department, HOST unit.

In the County's motion (Attachment 1), City departments such as the City of Los Angeles's Bureau of Sanitation, the Department of Recreation and Parks, the Mayor's Office, Council Offices, the Los Angeles Police Department, were to be given opportunities to play roles in the daily operations of the ECRC. So far, since the start of the ECRC on December 9, 2024, at least one staff from the Office of the City Administrative Officer (CAO) Regional Outreach team has been present on-site at the physical location of the ECRC, which is located at 320 Temple Street in Los Angeles. The Regional Outreach Coordinators provide support with the coordination of homelessness efforts within the City of Los Angeles of County resources by notifying appropriate departments if City resources are requested by the County. The ECRC also engages with LAHSA to communicate, coordinate, and provide access to the available resources.

## **DISCUSSION**

### **Stakeholder Engagement**

The County of Los Angeles Office of the CEO Homelessness Initiative previously held meetings with the Mayor's Office to discuss the City's role in the ECRC. The County established a working group responsible for the design and implementation of the ECRC that met during the beginning months of ECRC and stopped in early 2025. The working group was subdivided into the categories of 1) Dispatch and Outreach Coordination, 2) Access to Interim Housing and Services, 3) Data and Technology, 4) Communications, and 4) Crisis Management. Assignments are outlined in Attachment 2. The County also engaged the Chief Legislative Analyst's Office to incorporate their input into the program design.

### **Collaboration Efforts**

The ECRC continues to define the coordination between County departments in addition to coordinating with the City. Discussions are ongoing to delineate operational functions.

## **FISCAL IMPACT STATEMENT**

There is no impact to the General Fund at this time as a result of the recommendations in this report.

## **FINANCIAL POLICIES STATEMENT**

The recommendations in this report comply with the City's Financial Policies.

### **Attachments:**

1. Board Motion - Establishing a Regional Emergency Centralized Response Center
2. ECRC Working Group Assignments, Scope & Objectives

*MWS:ECG:KML:SP:BK 16250029*

MOTION BY SUPERVISORS LINDSEY P. HORVATH  
AND SUPERVISOR KATHRYN BARGER

September 24, 2024

**Establishing a Regional Emergency Centralized Response Center**

Los Angeles County is home to 10 million people stretching 4,084 square miles and organized into 88 cities and unincorporated areas. The 2024 LAHSA Point in Time Count states there are over 75,000 people experiencing homelessness in the County on any given night, 52,365 unsheltered, and 22,947 sheltered individuals.

As the largest County in the nation with a diverse network of jurisdictional authority, we are faced with issues at a scale and complexity that require a collaborative regional response. At present, there is no centralized coordinating entity to oversee and direct daily operations for unhoused individuals across Los Angeles County. There must be stronger coordination of the vast resources deployed countywide to ensure that the investments to end this crisis are most efficiently leveraged to work toward a collective goal.

On any given day, there are multiple operations being conducted across the County by various departments at different levels of government. This includes but is not limited to: Los Angeles County Department of Public Works, CEO-Homeless Initiative, and DHS Housing for Health; the City of Los Angeles’s Department of Sanitation, Mayor’s Office, and Homeless Engagement Teams; State Department of Transportation

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(Caltrans); the US Army Corps of Engineers; and departments within the other 87 cities across the County. In addition, there are hundreds of outreach teams, mutual aid groups, faith-based institutions, street medicine teams, and other programs serving individuals in encampments. Encampments fall under City, County, State and Federal jurisdictions, and in many cases these multi-jurisdictional locations pose additional challenges and require deep coordination.

The newly proposed Emergency Centralized Response Center (ECRC) would centralize decision makers from regional stakeholders at one location, building on the foundational best practice of coordination and information sharing. There would be daily updates on encampment resolutions, Public Works operations, shelter occupancy, outreach priorities, and cross jurisdictional coordination. The ECRC would be positioned to produce real-time updates on resource availability, support program enrollment, and proactively connect teams from different agencies to more effectively serve unhoused residents and partner with all constituents of the County to work toward collective goals.

In the event of inclement weather such as heat waves, winter storms, and other crisis situations, the ECRC could provide the urgent and flexible response required to meet the needs of the unhoused population across Los Angeles County. As we reconsider and streamline the County's existing emergency response framework on homelessness, it is clear that a centralized entity is needed to coordinate responses to these crises. Available County, City and other governmental resources could be updated in real time, and information could be communicated in a timely manner to the outreach teams and service providers connecting individuals to life saving resources.

Centralization of resources and information will require embedding staff and committed participation from local jurisdictions to enhance service delivery, support shared goals, leverage regional resources, and improve outcomes. Staff from the departments and agencies should be deployed to the ECRC without shifting away from their current roles. This would provide an experienced, informed, well-connected ECRC team and prevent the barrier and costs incurred when hiring additional staff.

The City of Los Angeles demonstrated their interest in this model at the Executive Committee on Regional Homeless Alignment on July 26 in their submission, “Proposal for an Emergency Response to the Climate Crisis.” Directives three and four state:

*3. To assemble the necessary staff and resources a joint City County emergency command center should be immediately established with strategic guidance from the Los Angeles Homelessness Services Authority.*

*4. This emergency response system to house Angelenos should be established with consistent protocols and standards for service delivery along with clear and measurable deliverables and outcomes.*

The success of the ECRC will rest on robust participation from the entire network of entities, agencies, providers, departments, and jurisdictions who are part of the region’s homeless service response.

Key Los Angeles County partners at the ECRC will include: Department of Mental Health; Department of Health Services, Housing for Health; Department of Public Health, Substance Abuse Prevention and Control; Department of Military and Veterans Affairs; Department of Public Works; CEO-Homeless Initiative; Los Angeles County Sheriff’s Department, HOST unit; and other relevant departments to be deployed at the ECRC or

from remote locations if partnership is needed less consistently (e.g. Department of Animal Services) to track availability, eligibility, and access for local resources.

The City of Los Angeles will be a critical partner for the ECRC's success, including their City-funded outreach programs, Bureau of Sanitation, Department of Recreation and Parks, Mayor's Office, Council Offices, Los Angeles Police Department, and numerous other relevant City departments. Independent cities' participation will also be crucial to the continued development of a regional response, providing equitable access to regional resources where they are most needed. Finally, the ECRC will rely on LAHSA to communicate, coordinate, and provide access to the available resources necessary for the ECRC's success.

As Los Angeles County continues to expand and deepen its regional partnerships to end homelessness, the ECRC will serve a critical role. Just as the Executive Committee on Regional Homeless Alignment serves as an overarching framework for bringing all jurisdictions to the table to agree on regional policies and performance metrics, the ECRC will be the day-to-day operational "locking arms" hub, both creating and implementing on an effective, coordinated, equitable regional response to homelessness.

**WE, THEREFORE, MOVE** that the Board of Supervisors direct the Chief Executive Office Homeless Initiative (CEO-HI) to establish an Emergency Centralized Response Center to coordinate region wide unsheltered strategy operations (e.g. encampment resolutions, CARE operations, other engagements) with the primary goal of serving the needs of unsheltered people experiencing homelessness, leveraging and fully utilizing all resources, finding the most appropriate intervention for each person, and working toward a unified regional solution. Direct the immediate implementation of the ECRC and provide

a written report back in 30 days, and each 30 days thereafter, with a progress update on identifying office space, creating a staffing plan, an operation plan for the ECRC, and a list of recommended actions this Board can take to empower departments to stand up the ECRC with urgency. CEO-HI's actions to implement the ECRC, should include, but are not limited to:

- 1) Coordinate with the Departments of Health Services (DHS), Mental Health (DMH), Public Health (DPH), Military and Veterans Affairs (MVA), Public Works (DPW), Human Resources (DHR), Los Angeles Sheriff's Department (LASD), Los Angeles Homeless Services Authority (LAHSA), and other relevant departments to identify the number, type, and cost of staff that can be embedded at the ECRC. Prioritize positions that can be leveraged to advance the work to end homelessness in Los Angeles County without significantly shifting their role;
- 2) Develop a matrix of roles and responsibilities which will facilitate the operations of the ECRC and short- and long-term goals to expand the ECRC's role in other system components (e.g. interim housing throughput, connections to permanent housing) in coordination with the relevant departments and LAHSA. Assess CEO-HI funded outreach coordination resources to determine how those resources could be deployed to support the ECRC including adjustments to the current outreach coordination structure that would more fully integrate DMH HOME teams and DHS Multi-Disciplinary Teams who with increases over time now make up the largest number of outreach workers;
- 3) Engage the City of Los Angeles to discuss the City's participation in the ECRC and the City departments that would be represented at the ECRC;



- 4) Engage with other jurisdictions in the County whose participation in the ECRC will be critical for its success, in partnership with LAHSA and leveraging the leadership of the Executive Committee on Regional Homeless Alignment. Gather all operational information on encampment level operations in LA County from government partners;
- 5) Coordinate with CEO-Asset Management to identify space for the ECRC that can accommodate internal and external staff during operational hours and have the capacity to support easy access to multiple, cross-jurisdictional databases;
- 6) Coordinate with the Chief Information Officer, LAHSA, and relevant County departments to identify the data requirements for the ECRC and any potential barriers to the ECRC's success including barriers related to data access, availability, and integration; and
- 7) Delegate authority to the CEO and the Executive Office of the Board, or their designees, to execute any agreements necessary to support the foregoing efforts, provided that any such agreements and in form approved by County Counsel.

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## 2 ECRC Working Group Assignments

ECRC Implementation Working Group Members

	Dispatch & Outreach Coordination	Access to Interim Housing & Services	Data & Technology	Communications	Crisis Management
CEO-HI	Libby Boyce, Ari Hamilton	Libby Boyce, Almas Sayeed	Carter Hewgley, Andrea Ilouliau	Carter Hewgley, Andrea Ilouliau	Carter Hewgley, Almas Sayeed, Kim Barnette
CEO-OEM			Sinan Kahn, Gymeka Williams, Michael Morin	Sinan Kahn, Gymeka Williams, Michael Morin	Sinan Kahn, Gymeka Williams, Michael Morin
CEO-CIO			Max Stevens		
LAHSA	Lakesha Williams, Dawan Moses, Alex Jung	Kelsey Madigan	Bevin Kuhn	Lakesha Williams, Dawan Moses, Paul Rubenstein	Lakesha Williams
DHS-HFH	Victor Hinderliter, Mia Jackson	Brittnee Hill, Victor Hinderliter, Richard Myers	Molly Rysman, Monica Gudino	Mia Jackson, Josh Scarcella	Victor Hinderliter, Mia Jackson
DMH	Aubree Lovelace	Karen Bernstein	Aubree Lovelace, Kara Taguchi	Aubree Lovelace	Aubree Lovelace
DPH-SAPC		Yanira Lima			
LASD	Geoffrey Deedrick		Geoffrey Deedrick	Geoffrey Deedrick	Geoffrey Deedrick
MVA	Nareh Alexani	Nareh Alexani	Jim Zenner	Jim Zenner	Jim Zenner
DPW	Susan Herman, La Salle Duong			Susan Herman	
City of LA			Calvin Sung	Dr. Etsemaye Agonafer	
MCPs	Charlie Robinson (LA Care), Michael Brodsky (LA Care)	Charlie Robinson (LA Care), Michael Brodsky (LA Care)	Charlie Robinson (LA Care), Michael Brodsky (LA Care), Amy Becker (LA Care)	Charlie Robinson (LA Care), Michael Brodsky (LA Care)	

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## ECRC Working Group Assignments

	Dispatch & Outreach Coordination	Access to Interim Housing & Services	Data & Technology	Communications	Crisis Management
<b>Purpose</b>	Create a comprehensive information hub around encampment locations and help define how ECRC will assist in prioritizing outreach deployment. Also, create the capacity for the ECRC to function as a contact center for local elected officials and key system leaders.	Leverage existing systems and processes to achieve an accurate and reliable understanding of interim housing and treatment bed availability and utilization. Also, design how ECRC will monitor and improve the impact of outreach and engagement activities on program enrollments and service connections.	Receive metrics from each working group and determine a methodology to collect the applicable data for reporting purposes. Also create a plan to ensure the ECRC has the right technology and tools to conduct its work.	Develop the messages and materials that enable clear communication to internal and external ECRC stakeholders.	Identify how the ECRC will work with the County's existing emergency management systems and infrastructure to streamline decision-making and coordination during severe weather and other crises impacting unsheltered homelessness.
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Create capacity for responding to key official and stakeholders</li> <li>• Collect and share outreach team, cleanup, and resolution schedules.</li> <li>• Synthesize information from HEARS, HMIS and other systems to display encampment locations.</li> <li>• Map all outreach teams and geographic assignment and identify POCs for each area. Develop decision-making process for re-prioritization of deployment when needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Use existing systems to monitor site-by-site interim housing bed availability.</li> <li>• Align Air Traffic Control resources and workstreams across Interim Housing partners.</li> <li>• Develop a plan to link unsheltered to County departmental and other resources including, supportive services, treatment opportunities, access to income benefits, etc.</li> <li>• Develop monitoring plan for document readiness, service connections, and program enrollments subsequent to outreach engagements.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify all data elements ECRC will need to collect and create a process to produce reports on outcomes.</li> <li>• Identify application access requirements to ensure data access for ECRC staff</li> <li>• Develop data use procedures to ensure protected or sensitive information is compliant with all applicable requirements</li> <li>• Develop methods for tracking progress</li> </ul>	<ul style="list-style-type: none"> <li>• Build sharable educational materials about the ECRC</li> <li>• Develop fact sheets</li> <li>• Create report templates</li> <li>• Contribute to the production of Board report backs</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage Technical Assistance from OEM to align with unified command structures and best practices.</li> <li>• Align with Augmented Winter Shelter and severe weather protocols. Determine nexus with 211.</li> <li>• Align with LA County's Mass Care and Sheltering Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>• Define short- and long-term goals, outcomes, data requirements and measures for success.</li> <li>• Develop Policies and Procedures</li> </ul>				as stated in the Board Motion

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# ECRC Working Group Assignments

## ECRC Implementation Working Group Prompts

	Dispatch & Outreach Coordination	Access to Interim Housing & Services	Data & Technology	Communications	Crisis Management
Prompts	<ul style="list-style-type: none"> <li>How will we create the capacity to communicate updates and activities with elected officials, departments, and other key leaders?</li> <li>How will you map all outreach teams, field medicine pods, and organize schedules?</li> <li>How can we create SPA outreach hubs and identify responsible teams?</li> <li>How will the management of LA-HOP referrals be integrated with the ECRC?</li> <li>How will outreach be deployed to support encampment cleanup and resolution efforts?</li> <li>What staff is needed?</li> <li>How will we define and measure success?</li> </ul>	<ul style="list-style-type: none"> <li>How can Air Traffic Control be applied here?</li> <li>Are there lessons from the Skid Row ATC model that should be replicated at a larger scale?</li> <li>How will the ECRC coordinate access with LAHSA, DMH, DHS, and SAPC beds?</li> <li>How will bed access and coordination be operationalized in concert with existing systems and processes?</li> <li>What are all the County supportive service linkages (mainstream and homeless specific) needed for outreach teams?</li> <li>How will ECRC support making those linkages?</li> <li>What staff is needed?</li> <li>How will we define and measure success?</li> </ul>	<ul style="list-style-type: none"> <li>What data elements will the ECRC need to collect?</li> <li>What process with the ECRC use to collect data and produce reports on outcomes?</li> <li>Which ECRC staff will need access to which data applications and reporting tools?</li> <li>How will data and information be safely managed by ECRC staff to ensure compliance with all safeguards of personal or sensitive information?</li> <li>How will technology be leveraged to track progress on outcomes?</li> <li>What staff is needed?</li> </ul>	<ul style="list-style-type: none"> <li>Who is the ECRC's communications audience?</li> <li>What kind of regular messaging and communications should the ECRC put out?</li> <li>How should materials vary across audiences and stakeholders?</li> <li>What type of ECRC fact sheets and FAQs need to be developed?</li> <li>What templates will be used to communicate about progress?</li> <li>How will communications materials be leveraged for routine Board reports on ECRC progress?</li> <li>What staff is needed?</li> <li>How will we define and measure success?</li> </ul>	<ul style="list-style-type: none"> <li>How will ECRC connect with AWS procedures and protocols?</li> <li>What will ECRC's role be when a specific crisis arises that is unique to unsheltered individuals (bad batch, disease outbreak at encampment, violent threats/events, special security events)?</li> <li>How will ECRC connect to the County's emergency management systems and structures during County-wide activations?</li> <li>What policies and procedures will govern this work and the integration with OEM?</li> <li>What staff is needed?</li> <li>How will we define and measure success?</li> </ul>

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## ECRC Scope & Management Objectives (FINAL)

### Scope/Objectives Emergency Centralized Response Center (ECRC)

#### Strategic Focus

Serve as the central coordinating entity to oversee and direct daily operations for unhoused individuals across LA County.

#### Direct Management Objectives:

The ECRC will achieve its strategic focus by directly implementing specific objectives.

- **In-Person Coordination Center:** Manage an in-person operations center with mandatory representatives from CEO, DMH, DHS, DPW, LASD, MVA, DPH, LAHSA, and supportive partners from other agencies (DPSS, DCFS, ADS, JCOD, LACOE Medical Partners), and local jurisdictions (State, Cities, COGs, Metro) – capable of flexing to 24/7 coverage when needed.
- **Information Hub:** Collect and share information about all activities the County organizes and supports relative to unsheltered homelessness (e.g., encampment resolutions, cleanups, life-safety missions, etc.).
- **Crisis Management:** Streamline decision-making and coordination during severe weather and other crises affecting unsheltered individuals in coordination with any unified command systems, mutual aid agreements, and structures established by CEO-OEM, if applicable.
- **Systems Improvement/Innovation:** Monitor how activities, resources, and systems are being leveraged to impact unsheltered homelessness to drive innovations and improvements; and troubleshoot individual-level issues by exception when elevated from the field.
- **Reliable Communications:** Capable of responding to elected local officials with accurate and timely information; and capable of producing reliable, proactive, and responsive reports on all strategic objectives under the ECRC's command and their related outcomes, including summary-level, non-identifying data to drive situational awareness, continuous improvement, and public education.

#### Integration and Coordination Objectives:

The ECRC will also achieve its strategic focus through close integration and coordination with existing systems and partners on related objectives.

- **Encampment Locations:** Maintain an accurate understanding of encampment locations through utilization and coordination with the Homeless Encampment Automated Reporting System (HEARS), the HMIS Encampment Module, and other unsheltered tracking systems.
- **Prioritized Outreach Deployment:** Maintain a transparent schedule and location information about all outreach assets the County funds, supports, and partners with, and help maximize impact by aligning and deploying those assets based on strategic priorities and geographic assignments in partnership with service providers.
- **Bed Inventory & Access Coordination:** Achieve an accurate and reliable understanding of interim housing and treatment bed availability and utilization through close coordination with LAHSA, DMH, DHS, DPH, JCOD, and their respective bed inventory and Air Traffic Control Triage systems in partnership with service providers.
- **Program Enrollments:** Monitor and continuously improve the impact of outreach, resolutions, and cleanup activities on program enrollments in partnership with LAHSA, DMH, DPH, DHS, MVA, and JCOD.