



San Fernando Valley Encampment Resolutions: Case Study

August 2025

The San Fernando Valley is an area within Los Angeles County, partially within the City of Los Angeles, surrounded by mountain ranges. Businesses and residential areas in the San Fernando Valley are more geographically spread out than other areas of Los Angeles with many neighborhoods that are primarily industrial. Much of the San Fernando Valley is in Service Planning Area 2 (SPA 2).¹ The Valley is comprised of the incorporated cities of Burbank, Calabasas, Glendale, Hidden Hills, and San Fernando, as well as unincorporated areas.

The political landscape is complex in Los Angeles. The City of Los Angeles is divided into fifteen City Council Districts (CDs). CDs 2, 3, 4, 6, 7, and 12 are within the boundary of the San Fernando Valley. Each CD is governed by an elected city council member. The County of Los Angeles is divided into five Supervisorial Districts (SD). SD 3 and 5 govern most of the of the San Fernando Valley. Each SD is governed by an elected supervisor. County, City, and local



Photograph: Abt Global

organizations work within and across SPAs, CDs, and SDs to coordinate services for residents of their district.

The San Fernando Valley has seen an increase in the number of RV and vehicle dwellers as the rate of homelessness overall has increased due to a lack of affordable housing.² Most of the RVs and vehicles that people experiencing homelessness are living in are dilapidated or do not function properly. Beginning in 2022, two homeless service organizations, LA Family Housing (LAFH) and West Valley Homes Yes! (WVHY), partnered to respond to large homeless encampments in the San Fernando Valley. LAFH is a large homeless service organization in SPA 2 providing street outreach, interim housing, permanent supportive housing, housing navigation, case management, and many other services to people experiencing homelessness. WVHY is a small organization that specializes in engaging and housing people experiencing homelessness living in RVs and vehicles.

¹ Los Angeles County is divided into eight geographic areas to deliver health and clinical services. These geographical areas are called Service Planning Areas (SPAs).

² National League of Cities. Vehicular Homelessness and the Road to Housing During and After COVID-19. <https://www.nlc.org/article/2020/05/28/vehicular-homelessness-and-the-road-to-housing-during-and-after-covid-19/>

Exhibit 1. Map of the San Fernando Valley

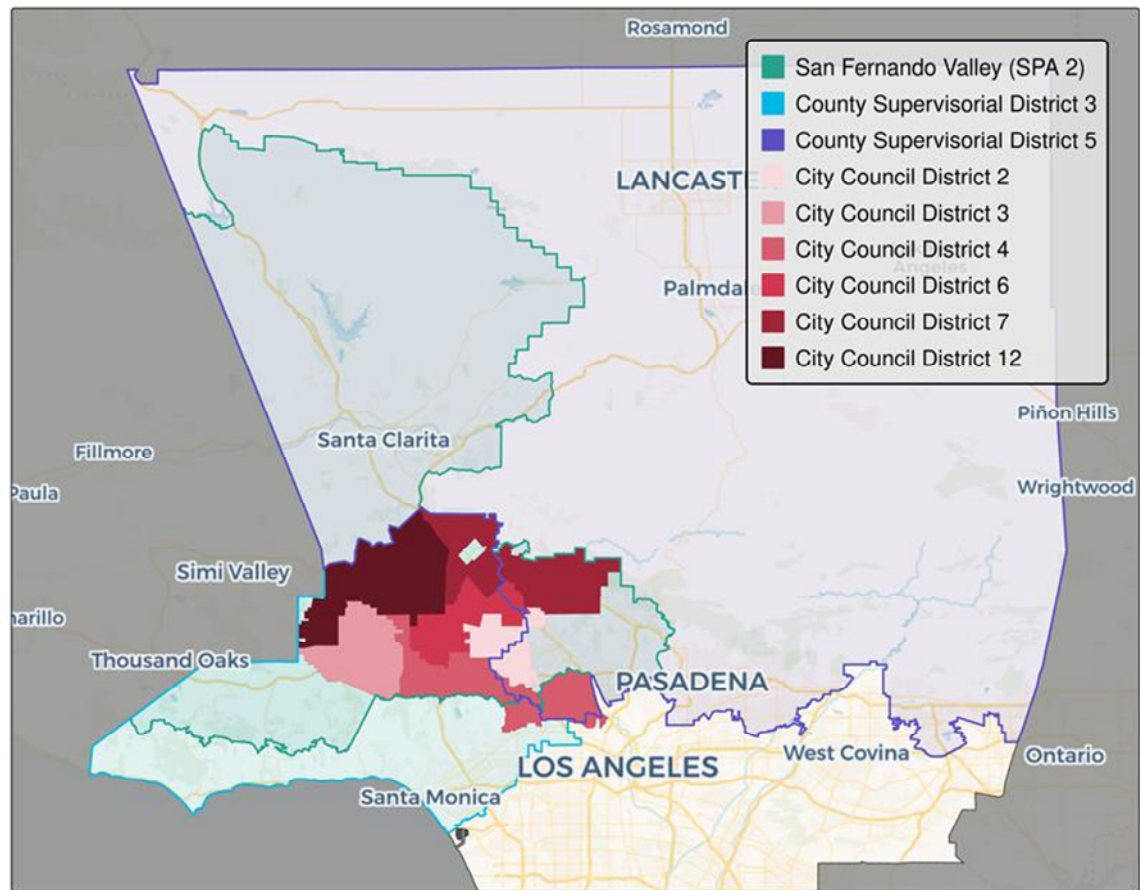


Exhibit 2. SPA 2 Encampment Resolution Summary

Encampment Locations	LAFH responded to three main tent/makeshift encampments in SPA 2 in addition to ongoing street outreach: • North Hollywood Metro Station • Roscoe Boulevard & I-405 • Paxton Park WVHY responded to multiple encampments in SPA 2 in City Council Districts 6, 7, and 12, and County Supervisorial Districts 3 and 5 including: • Paxton Park/Pacoima • Desmond Street in Pacoima • Polk Street and San Fernando Road • Eaton Avenue • Roxford Avenue • Intersection of Stag and Marilla Avenue LAFH and WVHY conducted joint outreach to two encampments: • Plummer Street and Jordan Avenue in Chatsworth • San Fernando Road and Bledsoe Road in Sylmar
Funding Source	Conrad N. Hilton Encampment Resolution Funds
Lead Organizations	LA Family Housing (LAFH) and West Valley Homes Yes!

Key Elements of the Intervention	• LAFH’s Encampment Resolution provides outreach, engagement, and housing navigation for people living in vehicles (e.g., RVs, car, trucks, and trailers) or in other types of encampments. • WVHY’s RV Program targets people living in a vehicles, helping them sell or dispose of their vehicle after engaging through ongoing outreach activities. WVHY also provided housing navigation to clients as they are connected to interim housing and search for permanent housing.
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Description of the Encampment Resolution Efforts

After the organizations identified an encampment, LAFH and WVHY created a timeline for the resolution (often 90 days). Then, the service providers would visit the encampment to understand the composition and landscape of tent and makeshift dwellings, and RVs and vehicles, and an approximate number of people living in the encampment area. The service providers would then begin daily outreach and engagement to the encampment residents, bringing food and water, and describing the housing that was available and the services they could provide.

The timeline for the resolution depended on the size of the encampment, the acuity of the clients, and how long service providers needed to engage with encampment residents to build trust and rapport. While WVHY conducted specific engagement to people staying in RVs and vehicles, encampment residents could receive case management from both LAFH and WVHY outreach teams.

Each organization’s outreach teams engaged daily with encampment residents. Outreach activities included:

-  Food and water drop offs
-  Pumping RV sewage and assisting with minor repairs

-  Providing transportation to medical appointments and the Department of Motor Vehicles for replacement identification documents
-  Connecting participants to a medical provider for a verification of disability (VOD)
-  Providing assistance with applying for Social Security, food stamps, and other benefits

Following the initial outreach period, LAFH and WVHY teams began searching for housing options that match the client’s needs and wants. The two service providers used a “street-to-home” approach which prioritized finding permanent housing options for clients ready to move inside. Service providers often use interim housing options to move people inside while they search for a permanent housing option that meets the clients’ needs. Depending on what shelter or housing resources were available, outreach staff proposed short-term, interim housing such as crisis housing, bridge housing, or motels/hotels or longer-term housing options like time-limited subsidies (also known as rapid rehousing) or other permanent housing. For people in encampments with severe health care needs, outreach staff searched for availability in permanent supportive housing (permanent housing with supportive services).

Depending on what shelter and housing options were available, some people wanted to move inside immediately, while others wanted time to adjust to the idea. Specifically for people in RVs or vehicles, it is difficult to move out of their property. Often RVs and

vehicles can feel safer than staying in a shelter because people can have privacy, store their possessions, and can lock their door for personal safety. Additionally, RVs and vehicles can have emotional significance for people living in them — many clients said their RV was a gift from a family member — and it takes time and trust for people to give up their RV and move somewhere else. WVHY does not rush encampment residents into housing. WVHY staff describe this approach as a critical step in trust-building, and a critical piece in their model of encampment resolution. Consistent outreach builds trust between encampment residents and the outreach staff, which has proven to be an effective approach in resolution efforts.

Meeting Encampment Residents Where They Are

To build trust with encampment residents in SPA 2, WVHY conducts consistent outreach over long periods of time and continues follow-up after clients move into housing. Follow-up can include assisting someone with landlord communication, paying utilities or phone bills, and talking with them about challenges they are experiencing. Many clients we interviewed noted their hesitancy to move inside or engage with outreach teams prior to working with WVHY and LAFH. WVHYs' model of client communication helped build trust and confidence in clients.

Depending on a client's needs, desired housing type and location, and shelter and housing availability, the time to "match" to a unit or subsidy varied from a few weeks to months. During this waiting period, outreach teams continued weekly engagement with encampment residents to address any immediate needs, help

with ongoing health challenges, and check in on them. Once a client was matched to housing, the outreach team and encampment resident completed any necessary paperwork (lease agreement) and then moved into the housing.

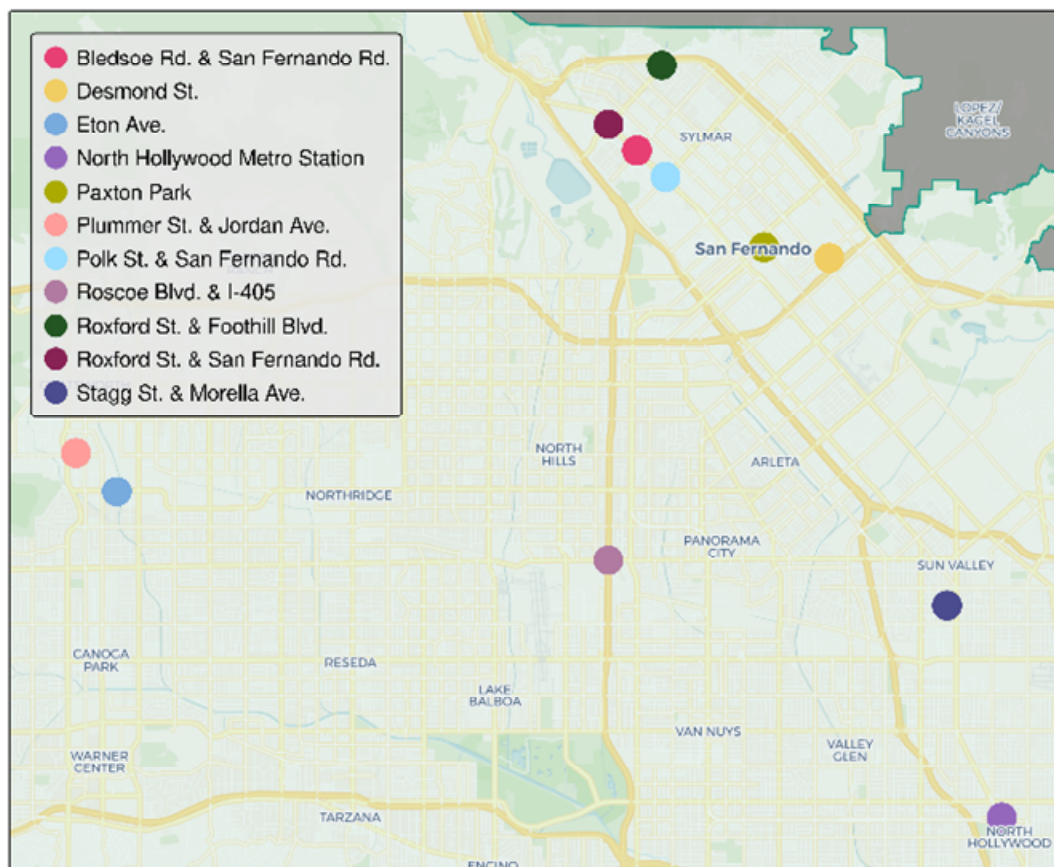
Heat, Rain, and Safety in SPA 2

As part of this encampment resolution, LAFH and WVHY would provide supplies for clients to remain safe and comfortable in their encampment while waiting to move inside. In SPA 2, extreme heat in the summer poses a safety risk for people staying in encampments as well as RVs. Vehicles not equipped with a generator to operate the air conditioning can become extremely hot. During the late winter and early spring, heavy rains in the San Fernando Valley caused people staying in encampments to be exposed to floodwaters contaminated with pollutants and sewage. Ahead of inclement weather, LAFH and WVHY coordinated food, water, clothing, and materials drop offs at the encampments to prepare tents and RVs and ensure clients were aware of any weather events. Following weather events, the service providers would go back to the encampments to ensure client safety and assist with repairing or replacing clients' belongings.

Locations of Encampment Resolutions

There were 11 sites that were part of LAFH and WVHY's encampment resolution. LAFH and WVHY selected encampments that had a mix of RVs and tents drawing on each organization's expertise of street outreach, engagement, housing navigation, and storage and disposal of RVs and vehicles. A selection of the encampment locations is described below.

Exhibit 3. Encampment Locations in SPA 2



LAFH responded to three encampments prior to beginning their collaboration with WVHY.

- **North Hollywood Metro Station:** In January 2023, LAFH began its tent encampment resolution by conducting outreach at an encampment next to the North Hollywood Metro Station. LAFH conducted outreach activities at this encampment for 90 days. Between 30 and 40 people lived in this encampment area. The density of this encampment heavily fluctuated due to the nature of the bus station with people arriving and departing daily. At the conclusion of the 90-day period, the encampment's original population was provided interim or permanent housing.
- **Roscoe Boulevard and I-405:** In April 2023, LAFH conducted outreach activities at an encampment at

the intersection of Roscoe Boulevard and Interstate 405. More than 40 people lived in this encampment area. As of late April 2023, LAFH outreach workers had engaged with 24 people and were actively connecting them to supportive services. However, in early June 2023, the encampment was cleared without LAFH's knowledge. It is uncertain who cleared the encampment and why.

- **Paxton Park/Pacoima:** In May 2023, LAFH responded to a large encampment along Paxton Park in Pacoima in conjunction with Inside Safe. LAFH moved residents into interim and permanent housing within 90 days of beginning outreach in this encampment. Between 30 and 40 people lived in this encampment area, in tent and makeshift dwellings and RVs.

Since 2022, WVHY has operated its RV Program across the San Fernando Valley and in 2023 and 2024, conducted outreach in multiple encampments including:

- **Paxton Park/Pacoima:** In August 2023, WVHY began conducting outreach to people staying in RVs in the encampment surrounding Paxton Park. Of the 10 RV/vehicle dwellers, seven people elected to enroll into WVHYs' RV program and moved inside. Two people left the encampment during the joint engagement period and one person joined their partner at a permanent housing site in Sylmar. One person did not enroll in the RV program and remained in the area. Upon initial engagement with participants at this encampment a total of seven vehicles were identified and a total of five vehicles were removed after participants moved inside.
- **Desmond Street:** In 2023 WVHY began conducting outreach to people in an RV encampment along Desmond Street in Pacoima as encampment residents became concerned for their safety. WVHY moved encampment residents into interim housing within two months of beginning outreach.
- **Roxford Avenue:** In early 2023 WVHY worked in a small encampment along Roxford Avenue and San Fernando and moved encampment residents into interim housing within one month. In late 2023, WVHY began working in a separate encampment along Roxford and Foothill and placed encampment residents from this location in interim housing. This encampment repopulates frequently.
- **Stagg and Morella:** Between March and July of 2023 WVHY worked with encampment residents near Stagg and Morella to move into interim housing.

In 2023 and 2024 LAFH and WVHY conducted joint outreach to the encampments described below using a street-to-home approach focused on matching participants to permanent housing:

- **Plummer Street and Jordan Avenue:** Beginning in July and August 2023, LAFH and WVHY focused their outreach on a large encampment that spans an industrial area near Plummer Street and Jordan Avenue in Chatsworth. This was the largest encampment of the joint effort, with about 40 to 60 RVs and vehicles and some tent/makeshift dwellings. An encampment has existed in this location for at least five years, although the exact size and composition have fluctuated. The two providers conducted outreach and engagement using a "street-to-home" approach similar to that of the Paxton Park/Pacoima encampment. The goal of this encampment resolution effort was to move encampment residents into permanent housing that met their needs. The providers planned 90 days for outreach, engagement, and move-ins, but the encampment resolution effort was extended due to external factors such as repeated cleanings, interactions with law enforcement, and a delayed Permanent Supportive Housing site opening.

In December 2023, WVHY and LAFH began "ramp down" of the Plummer/Jordan site. Outreach workers reduced the frequency of visits to the encampment but continued to support residents as they waited to transition to interim or permanent housing. LAFH and WVHY moved some participants from Plummer/Jordan into interim housing and motel/hotel rooms to provide some relief as participants waited for a PSH site to open. During our 2024 fall site visit, there were no longer RVs in this location, and much of the street had concrete blocks (Exhibit 4) and chain link fencing lining the side of the street to deter long-term parking. It is unclear who purchased and installed the concrete blocks and chain link fencing. The original encampment residents at this location have all been moved into interim housing or PSH, and many of the vehicles have been cleared. New encampment residents have moved to this area after being removed from other encampments in neighboring council districts.

Exhibit 4. Fencing and Cement Barriers to Prevent RV/Vehicle Parking in the Chatsworth Area



Photographs: Abt Global

- **San Fernando and Bledsoe:** After efforts in Plummer/Jordan, LAFH and WVHY began focusing on a smaller encampment in the San Fernando and Bledsoe area that contained approximately 14 RVs and Vehicles and a few tent/makeshift dwellings. LAFH and WVHY began outreach in this encampment in February 2024. As of August of 2024, the San Fernando and Bledsoe encampment had reduced in size to a handful of RVs and one remaining tent. Each remaining participant in this location was waiting for a match or a move-in date to permanent housing. Participants in this location continued to report frequent encounters with law enforcement.

Operation and Staffing

Outreach teams were responsible for conducting initial engagement to encampment residents, case management after clients enrolled in the encampment resolution, and referring clients to other services they need. LAFH and WVHY also collaborated

with the Los Angeles County Department of Health Services (DHS) and the Department of Mental Health (DMH) to refer encampment residents to health services. In some cases, LAFH and WVHY would partner with Healthcare in Action for street medicine teams to visit the encampments and assess the medical needs of clients.

LA Family Housing

Over the two-year resolution period, the exact number of outreach staff varied but generally included three to four outreach staff members, an encampment outreach manager, and a housing navigator.³ LAFH's outreach team members would meet daily at LAFH before conducting outreach and case management activities at the encampment locations. The encampment outreach manager was responsible for overseeing the outreach team's activities, caseload, and facilitated connections to other services run by LAFH or other providers.

³ The outreach manager is responsible for identifying encampments for the LAFH outreach team to respond to. Outreach staff members conduct in-person outreach to encampments daily or weekly and provide case management such as referring clients to other services and assisting with benefits enrollment. Housing navigators have a

deeper familiarity with the area's housing landscape and may have connections to landlords that can facilitate matching clients to temporary or permanent housing.

West Valley Homes Yes!

WVHY's outreach team included one director and two outreach staff members. WVHY subcontracted a housing navigator in 2024 to provide housing navigation to clients. For any encampment residents that were undocumented, held a permanent resident visa, or other immigration status, the outreach teams would work with local immigrant and refugee services to address their needs and find housing options that did not rely on state or federal funding.

Funding for and the Cost of Encampment Resolutions

The Conrad N. Hilton Foundation provided a \$1.5 million grant to LAFH for the encampment resolution. LAFH subgranted approximately \$600,000 of that grant to WVHY.

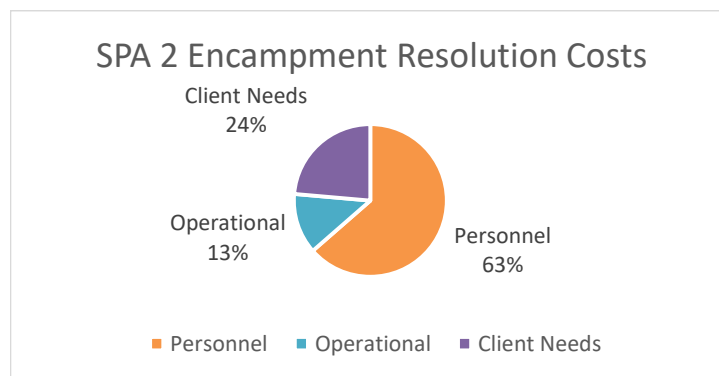
Program Costs

Costs associated with operating this grant include:

- Staffing/personnel: Wages, benefits, and insurance
- Operational: Agency vehicles, computers, training, vehicle and liability insurance, and office supplies.
- Client needs: Housing assistance, transportation, client supplies, client document and application fees, move-in welcome kits, RV expenses including RV sewer pumping, towing, repairs, demolition, and storage.

Over 60 percent of the grant covered staffing/personnel costs for the LAFH and WVHY outreach teams including salary and benefits. Thirteen percent of the grant covered operational expenses related to administrative costs, staff vehicles, and supplies. About 25 percent of the grant covered client needs costs including document replacement fees, food and water, nightly motel costs for client interim housing, rideshare transportation costs to medical appointments or apartment viewings, RV pumping, and RV storage and towing.

Exhibit 5. SPA 2 Encampment Resolution Costs



As the primary aspect of this joint approach for encampment resolution required frequent engagement from outreach teams to build trust with encampment residents, the personnel expenses were a significant portion of both service providers' total budget. Both encampment residents and outreach staff cited the frequent, human-centered, engagement as a key part of the success of quickly moving people into interim and permanent housing.

The study team calculated a per person annual cost of \$4,346.44.⁴

⁴ The per person annual cost was calculated using the total funding amount of the SPA 2 encampment resolution (\$1,551,679.33) and the total number of clients served by both service providers (357).

Characteristics of Participants

People living in the San Fernando Valley are predominately white (45 percent) and Hispanic or Latino (42 percent).⁵ The San Fernando Valley is comprised of residential and industrial areas and given its large geographic area and limited public transportation, residents are largely dependent on cars. Median household income in this area is about \$90,000 per year. The U.S. Department of Housing and Urban Development (HUD) considers households of four people making less than \$121,150 per year, as low income in the Los Angeles region.⁶

Data from LAFH's Homeless Management Information System (HMIS) provides information on clients served by the LAFH and WVHY joint encampment resolutions. Across encampments in SPA 2, the two providers served a total of 357 people from 2022 to 2024. Among clients in SPA 2, 59 percent identified as male and 40 percent as female. Forty-two percent of clients identified as Hispanic or Latino, about 41 percent identified as white (non-Hispanic), and 10 percent identified as Black or African American. About three-fourths of clients were between the ages of 25 and 54 (71 percent), 18 percent were 55 to 64, and about six percent were 65 and older. Less than five percent of clients were between the ages of 18 and 24.

Exhibit 7. SPA 2 Encampment Resolution Client Demographic Characteristics

San Fernando Valley (SPA 2)	
Total Clients	357
Gender	
Male	142 (40%)
Female	211 (59%)
Transgender or Gender Non-	2 (1%)
Race/Ethnicity	
Hispanic/Latino	144 (42%)
White (non-Hispanic)	140 (41%)
Black (non-Hispanic)	35 (10%)
Other (including multiracial)	24 (7%)
Age	
18 to 24	16 (5%)
25 to 54	255 (71%)
55 to 64	64 (18%)
65 and Over	21 (6%)
Veteran	7 (2%)

Source: Homeless Management Information System (HMIS) provided by LA Family Housing and West Valley Homes Yes.

Note: Sums may not equal 100 due to rounding.

⁵ Percents calculated by the study team using American Community Survey Data:
https://data.census.gov/profile/San_Fernando_Valley_CCD_Los_Angeles_County_California?g=060XX00US0603792785#race-and-ethnicity

⁶ HUD Public Housing and Section 8 Income Limits:
<https://www.hacla.org/en/about-section-8/income-limit>

Clients in the SPA 2 encampments report health conditions that are exacerbated by experiencing unsheltered homelessness. Of the 357 people served by WVHY and LAFH, 47 percent reported a mental health disorder and over 80 percent reported having a disabling condition. Forty-six percent of clients reported substance use disorder. Many clients in SPA 2 have experienced homelessness multiple times, with more than 70 percent of clients reporting two or more episodes of homelessness in the past three years. Service providers in SPA 2 have noted a significant lack of permanent supportive housing in the area to meet the needs of clients and help them retain housing. More than half of clients reported four or more episodes of homelessness in the past three years, highlighting a common cycle where people may receive interim housing or move into permanent housing, but are not able to retain it. Some clients are unable to retain permanent housing if they are unable to take over the full amount of their rent after a time-limited subsidy expires or if they need additional support and case management after moving indoors.

Exhibit 8. SPA 2 Encampment Resolution Client Health Characteristics

San Fernando Valley (SPA 2)	
Total Clients	357
Substance Use Disorder	
Yes	109 (46%)
No	128 (54%)
Chronic Health Disorder	
Yes	76 (30%)
No	177 (70%)
Mental Health Disorder	
Yes	112 (47%)
No	126 (53%)
Domestic Violence Survivor	
Yes	54 (22%)
No	189 (78%)

Disabling Condition	
Yes	212 (81%)
No	50 (19%)
Episodes of Homelessness in Previous 3 Years	
One	70 (28%)
Two	28 (11%)
Three	22 (9%)
Four or More	129 (52%)

Source: Homeless Management Information System (HMIS) provided by LA Family Housing and West Valley Homes Yes.
Note: Sums may not equal 100 due to rounding.

Length of Stays and Exits

The length of time clients remained enrolled in LAFH and WVHYs' encampment resolution varied. Clients remained enrolled while receiving case management and while waiting for a housing placement and after moving to interim housing.

Thirty percent of clients remained enrolled in the encampment resolution between 3 and 6 months and about 30 percent of clients remained enrolled between 6 and 12 months. Older adults age 65 and over remained enrolled the longest, between 12 and 18 months (43 percent). About one-third of clients who reported substance use disorder remained enrolled between one and three months, and another third of clients remained enrolled between three and six months.

Although the service providers established a target timeline of 90 days for the encampment resolutions, LAFH and WVHY continued to engage people at the Plummer and Jordan encampment and provide case management for about one year. Many clients at this encampment were waiting for PSH placements due to physical and mental health conditions.

Exhibit 9. SPA 2 Encampment Resolution Length of Stay by Client Age and Health Characteristics

San Fernando Valley (SPA 2)						
	0-1 Months	1-3 Months	3-6 Months	6-12 Months	12-18 Months	18+ Months
Full Population (N=342)	6 (2%)	72 (21%)	103 (30%)	96 (28%)	43 (13%)	22 (6%)
Gender (N=340)						
Female	4 (3%)	27 (20%)	43 (31%)	37 (27%)	15 (11%)	11 (8%)
Male	2 (1%)	44 (22%)	59 (29%)	58 (29%)	27 (13%)	11 (6%)
Trans or Gender Non-Conforming	0	0	0	1 (50%)	1 (50%)	0
Race/Ethnicity (N=328)						
Hispanic/Latino	2 (1%)	17 (12%)	43 (31%)	39 (28%)	24 (17%)	15 (11%)
White (non-Hispanic)	3 (2%)	38 (29%)	31 (24%)	39 (30%)	16 (12%)	4 (3%)
Black (non-Hispanic)	1 (3%)	11 (32%)	13 (38%)	8 (24%)	0	1 (3%)
Other (including multiracial)	0	2 (9%)	11 (48%)	5 (22%)	3 (13%)	2 (9%)
Age, in Years at Program Entry (N=342)						
18 to 24	0	5 (33%)	7 (47%)	2 (13%)	1 (7%)	0
25 to 54	3 (1%)	53 (22%)	81 (33%)	69 (28%)	24 (10%)	16 (7%)
55 to 64	2 (3%)	13 (22%)	10 (17%)	8 (33%)	9 (15%)	6 (10%)
65 and Over	1 (5%)	1 (5%)	5 (24%)	5 (24%)	9 (43%)	0
Veteran Status at Program Entry (N=321)						
Yes	0	1 (17%)	1 (17%)	3 (50%)	1 (17%)	0
No	6 (2%)	66 (21%)	96 (31%)	85 (27%)	40 (13%)	22 (7%)
Substance Abuse at Program Entry (N=226)						
Yes	3 (3%)	30 (29%)	33 (32%)	21 (20%)	13 (13%)	4 (4%)
No	3 (3%)	18 (15%)	39 (32%)	35 (29%)	18 (15%)	9 (7%)
Chronic Health Disorder at Program Entry (N=241)						
Yes	3 (4%)	17 (23%)	21 (28%)	14 (19%)	11 (15%)	8 (11%)
No	3 (2%)	33 (20%)	50 (30%)	48 (29%)	26 (16%)	7 (4%)
Mental Health Disorder at Program Entry (N=228)						
Yes	5 (5%)	24 (22%)	30 (27%)	30 (27%)	15 (14%)	7 (6%)
No	1 (1%)	23 (20%)	35 (30%)	31 (27%)	19 (16%)	8 (7%)
Domestic Violence Survivor at Program Entry (N=233)						
Yes	2 (4%)	13 (24%)	14 (26%)	9 (17%)	12 (22%)	4 (7%)
No	4 (2%)	38 (21%)	55 (31%)	51 (29%)	23 (13%)	8 (5%)
Disabling Condition at Program Entry (N=252)						
Yes	6 (3%)	45 (22%)	57 (28%)	56 (28%)	29 (14%)	11 (5%)
No	0	7 (15%)	14 (29%)	16 (33%)	7 (15%)	4 (8%)
Times Homeless at Program Entry (last 3 years) (N=238)						
One time	2 (3%)	13 (19%)	21 (31%)	19 (28%)	8 (12%)	5 (7%)
Two times	0	4 (15%)	8 (31%)	9 (35%)	4 (15%)	1 (4%)

San Fernando Valley (SPA 2)						
	0-1 Months	1-3 Months	3-6 Months	6-12 Months	12-18 Months	18+ Months
Three times	2 (10%)	5 (25%)	6 (30%)	3 (15%)	3 (15%)	1 (5%)
Four or more times	2 (2%)	26 (21%)	43 (35%)	33 (27%)	16 (13%)	4 (3%)

Source: Homeless Management Information System (HMIS).

Note: For all characteristics, population is restricted to clients who exited the program. For a given characteristic, Ns vary due to missing responses. Program length of stay was measured in days. "0-1 months" corresponds to 0-30 days; "1-3 months" corresponds to 31-90 days; "3-6 months" corresponds to 91-180 days; "6-12 months" corresponds to 181-360 days; "12-18 months" corresponds to 361-540 days; and "18+ months" corresponds to 541+ days. Percentages are percent of row. Rows may not sum to 100 due to rounding.

Destination at Exit

For encampment resolution clients with exit data in HMIS, 20 percent exited to a permanent housing situation including their own rental or staying with family or friends. The encampment resolutions in SPA 2 leveraged multiple types of interim housing to quickly and temporarily house people from encampments while clients were waiting for a match

to permanent housing. Twenty-eight percent of clients exited to a temporary housing situation including staying at an emergency shelter, a hotel or motel, safe haven, transitional housing, or staying with family and friends in a temporary tenure. About half of clients remained homeless in an unsheltered situation following their enrollment in the encampment resolution.

Exhibit 10. SPA 2 Client Exit Destination

San Fernando Valley (SPA 2)	
Total Clients	325 (100%)
Remained Homeless	
Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside)	155 (48%)
Permanent Housing Situations	
Rental by client, with ongoing housing subsidy	56 (17%)
Rental by client, with no ongoing subsidy	3 (1%)
Staying or living with family, permanent tenure	3 (2%)
Staying or living with friends, permanent tenure	3 (2%)
Temporary Housing Situations	
Staying or living with family, temporary tenure (e.g., room, apartment, or house)	1 (<1%)
Hotel or motel paid for without emergency shelter voucher	1 (<1%)
Emergency shelter, including hotel or motel paid for with emergency shelter voucher, Host Home shelter	85 (26%)
Safe Haven	1 (<1%)
Transitional housing for homeless persons (including homeless youth)	2 (<1%)

San Fernando Valley (SPA 2)	
Institutional Situation	
Jail, prison, or juvenile detention facility	9 (3%)
Long-term care facility or nursing home	1 (<1%)
Substance abuse treatment facility or detox center	1 (<1%)
Other	
Deceased	4 (1%)

Source: Homeless Management Information System (HMIS).

Note: Sums may not equal 100 due to rounding.

Client Experiences

Clients' experiences vary depending on where they were placed in interim housing, whether they were matched to permanent housing, and their own personal history and experience with homelessness. Overall, clients in this encampment resolution experienced persistent homelessness over many years and described experiencing repeated trauma from family loss, violence, and encampment cleanings and clearings.

Clients described experiencing family loss as a contributing factor that led to their

homelessness. One client described receiving financial support from her mother during emergencies, but after her mother died she was unable to cover unexpected expenses. This client also described being a survivor of domestic violence, losing her job, and being evicted from her previous housing as contributing factors to experiencing unsheltered homelessness. Another client described how his brother's death contributed to their mother developing depression, becoming unable to pay bills and keep up with her housing paperwork, and ultimately losing her federal Section 8 housing voucher. The client explained that experiencing violence – by other encampment residents, housed neighbors, or intimate partners– often compounded existing trauma, making it difficult to sustain employment and pay bills.

Experiencing unsheltered homelessness is

expensive. The cost of living in an RV, vehicle, or a tent/makeshift dwelling is expensive, as many people rely on generators to keep cool during the summer and to warm their space during cold, rainy nights. Many clients also described recurring costs like replacing clothes and bicycles that were stolen, damaged, or removed during encampment cleanings.

Many participants have cycled through multiple types of emergency and short- and medium-term housing before reaching permanency.

Many participants described staying in interim housing, like emergency shelters and Project Roomkey sites during their time experiencing homelessness. For many participants however, the joint LAFH/WVHY intervention was the first time they were matched to permanent housing given the intervention's explicit focus on street to permanency. One participant described her journey: as living in an RV, living next to railroad tracks, staying in two interim housing motels, and finally housed in permanent housing. During our interviews, many clients discussed the persistent nature of their homelessness and circling between unsheltered homelessness and interim or emergency shelter or a motel/hotel. Reflecting on his experience receiving the high-level of outreach and engagement during this intervention in comparison to receiving very little support in the past, one client said, "At times you feel like you've been forgotten."

Curfew and a lack of personal autonomy at interim housing sites present barriers for people transitioning indoors and moving indoors requires support during this transition period.

Many clients described frustration with the lack of agency and privacy at interim housing sites such as curfews, prohibiting visitors, check in/check out policies, and room inspections that they did not experience while staying in an encampment. Additionally, many clients described needing time to re-adjust to living inside after experiencing unsheltered homelessness.

Intervention Successes and Challenges

Encampment resolution efforts in SPA 2 saw both successes and challenges. Successes included the collaboration between LAFH and WVHY, resulting in leveraged resources and consistent engagement with clients. The service providers described challenges following encampment cleaning activities or client interactions with law enforcement. In some cases, clients left encampments following cleanings and outreach workers drove to nearby encampments to find their clients. Although outreach was successful in engaging people quickly who were ready to move inside, there is a lack of permanent housing options to meet the need.

Successes:

- **Leveraging resources.** LAFH leveraged expertise with housing navigation and a robust encampment outreach team for the SPA 2 encampment resolutions. WVHY leveraged years of knowledge from working across SPA 2 in RV and vehicle encampments resulting in a high level of trust from their clients. WVHY was also able to arrange the removal of RVs and vehicles belonging to clients who moved into housing and completed the WVHY RV Program. Removing vehicles ensures that they will not be vandalized or repopulated, and when a client dispossesses a vehicle, they are provided with \$500 in gift cards from WVHY for completion of the program.

- **Consistent and sustained outreach and case management.** The two service providers were present in the encampments daily for the duration of the intervention to build consistency and rapport with clients. This dedicated effort built relationships with clients and helped them transition inside.

Challenges:

- **Increased cleanings and interactions with law enforcement.** Clients described ongoing challenges with encampment cleaning and clearing activities in the Plummer/Jordan and San Fernando/Bledsoe encampments. During interviews with program participants staying in RVs and vehicles in the Plummer/Jordan area in 2023, they described almost daily interactions with law enforcement and city sanitation crews.

One client, describing an incident in which her RV was removed while she was still using it for shelter said, “I asked them if they could help me remove the generator, they would not help me, and said I could just go steal another one. I didn’t steal the generator. I bought it with my own money. I’ve always worked, whether it’s in the school district, in homeless services, or doing hair”.

Program participants interviewed in 2024 discussed continued encampment cleaning activities that resulted in lost belongings, replacing identification documents, and in some cases, RVs and vehicles were removed from the encampment. Oftentimes, notice of encampment cleaning activities was posted near the encampment about 24 to 48 hours prior to the planned cleaning. For many participants that may work or are not in the encampment when notice is posted, 24–48 hours is not sufficient time to pack or move their belongings. Following encampment cleaning activities, LAFH and WVHY outreach teams work diligently to help participants replace lost items, documents, and cope with the trauma and stress of these events.

- **Lack of permanent housing and permanent supportive housing.** In addition to continued cleanings and interaction with law enforcement, service providers and participants in SPA 2 described experiencing challenges with finding not just any permanent housing, but the *right* permanent housing for participants. Ensuring that participants not only match to permanent housing but remain housed requires considering factors

that are important to the participant such as location (e.g., neighborhood or proximity to certain services, family, or other support systems), type of unit, ability to bring pets, and eventual rent cost if the participant is receiving a time-limited subsidy. These factors in addition to on-going case management support may greatly impact a person's ability to remain housed.

The full study report along with other case studies can be found on the [Conrad N. Hilton Foundation website](#).

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