

December 12, 2025

The Honorable Board of Supervisors

County of Los Angeles

383 Kenneth Hahn Hall of Administration

500 West Temple Street

Los Angeles, California 90012

The Honorable Board of Supervisors:

On behalf of the Executive Committee for Regional Homeless Alignment (ECRHA), an intergovernmental regional coordinating body created by the Board of Supervisors (the Board) in 2023, I am submitting the following recommendations regarding the Department of Homeless Services and Housing (HSH) Draft Measure A Spending Plan 2026-27 Board Letter. They reflect ECRHA deliberations in the context of a projected \$303 million deficit and incorporate recommendations from the Leadership Table for Regional Homeless Alignment (LTRHA), which are also enclosed in their entirety for visibility.

Notwithstanding state and federal policy and funding decisions outside the region's control, LA County voters have given a mandate to address the humanitarian crisis of homelessness with greater transparency, accountability, and focus on core goals.

Immediate Recommendations

1. ECRHA supports the prioritization of funding to keep people housed. ECRHA appreciates the proposals to protect Measure A-funded permanent housing rental subsidies and permanent supportive housing service slots to keep people housed, and to maintain nearly all Measure A-funded interim housing beds.
2. ECRHA concurs with the proposed protection of housing resources for particularly vulnerable populations – children and their families, youth, and DV/IPV survivors. ECRHA urges that efforts be made to ensure that the housing needs of older adults, as the fastest growing population experiencing homelessness, are also addressed.
3. ECRHA uplifts the importance of Pathway Home as a key County-funded intervention to resolve encampments throughout the Los Angeles County region, a mandate under

Measure A and also priority for state of California and Governor Newsom to resolve encampments. ECRHA urges that Pathway Home maintain core infrastructure to allow for future expansion pending additional new resources.

4. ECRHA emphasizes the importance of the Accountability, Data and Research (ADR) funding resources being used to strengthen regional data integration, universal data, reduce barriers to data entry for providers and local partners, and to increase access to local and regional data needed for system performance management. Proposed new investments to support cities to be able to access County data, integrate program data, and produce site-level and council district-level performance reports are long overdue and should be implemented quickly and in consultation with cities.

Process & Implementation Recommendations

5. ECRHA urges greater transparency with regards to where County Measure A resources are allocated in order demonstrate resources are addressing need and geographic equity. ECRHA recommends making publicly available a Measure A Equity Analysis map, to the extent where data is available, to provide greater transparency with regards to major resource investments. As decisions are made regarding interim housing curtailments, ECRHA urges these decisions be done transparently and equitably. Additionally, ECRHA urges transparency with regards to where Pathway Home operations and outreach engagement occurs to maintain geographic equity.
6. ECRHA emphasizes the region's need for comprehensive prevention resources that are deployed quickly and effectively. ECRHA urges that the County work with LACAHSAs to publicly define roles in the prevention ecosystem and clarify resources being used to prevent homelessness. Furthermore, ECRHA urges the Board of Supervisors, as members of the LACAHSAs Board, to work with LACAHSAs to ensure that release of homelessness prevention funds are expedited and, to the extent statutorily possible, prevention funds are expanded in the FY2026-27 LACAHSAs expenditure plan.
7. ECRHA encourages the Board and the Department of Homeless Services and Housing (HSH) focus on all opportunities for nimbleness, efficiencies, innovation, and leveraging other resources to complement Measure A-funded interventions. In addition to efficiencies already identified, ECRHA urges continued identification of any new solutions to promote cost savings. ECRHA also encourages a review of any underspend by County departments with curtailed Measure A resources to explore options to continue these programs as part of their annual budgeting process. Additionally, ECRHA encourages a review of any new or untapped funding streams that could be

leveraged for housing and services for people experiencing homelessness, including to support contingency planning with regards to federal policy changes impacting the region such as the HUD CoC NOFO and Emergency Housing Vouchers (EHVs). Furthermore, ECRHA urges the Board of Supervisors, as members of the LACAHSAs Board, to work with LACAHSAs to provide all resources possible to address any loss of rental subsidies as a result of the outcomes of the HUD CoC NOFO.

8. ECRHA encourages the Board and the region to engage in joint mechanisms for regional advocacy regarding ongoing funding needs at the state and federal level.
9. ECRHA encourages the Board to direct the CEO Center for Strategic Partnerships to encourage philanthropy and the private sector to play a role in addressing key system gaps.

Last, ECRHA affirms the key role that all 88 local jurisdictions play in solving homelessness, both through leveraging the County Local Solutions Fund, LACAHSAs funds, and other resources. Every entity has a key role to play in solving this shared humanitarian crisis. After the Board takes action regarding the proposed Measure A Spending Plan, ECRHA urges all local jurisdictions in the region to assess how to best use all the resources available to them to contribute towards regional homelessness goals. ECRHA also urges the County to facilitate maximum flexibility and expeditious use of implementation of local solutions funds to fill gaps and ensure strong management, while still promoting shared transparency, accountability, and alignment with core regional goals.

Sincerely,

Becky A. Shevlin

Chair, ECRHA

SIA Subcommittee: Measure A Spending Plan Report and Recommendations

Executive Summary

The Systems Improvement and Accountability (SIA) Ad Hoc Subcommittee of the Leadership Table (LT) has been tasked to provide recommendations to the LA County Board of Supervisors (BOS) and the Executive Committee for Regional Homeless Alignment (ECRHA) on the proposed FY26-27 Measure A Spending Plan with a focus on maintaining progress toward Measure A Goals. SIA has convened three times, and the third convening served as the sole opportunity to respond directly to the FY26-27 spending plan. There is significant uncertainty in the current funding landscape, which may influence how these recommendations are applied over time. They were developed amid unknown fiscal impacts to the federal Continuum of Care (CoC) program, which faces potential funding reductions—posing additional challenges for the broader housing and homelessness system. This document reflects SIA’s initial undertaking: shaping recommendations for Measure A allocations during a period of unprecedented fiscal constraints.

The SIA Subcommittee developed recommendations that are not line-item budget directives but strategic actions to inform future decisions. These recommendations highlight the need for visibility into the County’s broader budget and mapping of all homelessness resources across jurisdictions.

Measure A is only one piece of the larger funding picture. To reach our regional goals, we must also leverage opportunities for one-time funding, advocate for ongoing state resources, preserve federal CoC allocations as targeted efforts, and work towards a collective county-wide alignment of resources behind the regional targeted plan.

Top Immediate Action Items

1. Clarify roles and funding for prevention (LACAHSA and others)
2. Rebalance permanent and interim housing investments to emphasize long-term housing stability
3. Leverage funding beyond Measure A for outreach
4. Build flexibility into the budget to address shifts in CoC Notice of Funding Opportunity (NOFO) funding and establish a spending floor for homelessness response

5. Identify funding streams outside Measure A to sustain prevention programs including partnerships with education system
6. Use County funding other than Measure A funds to pay administration costs at proposed level

Critical Needs

- **Coordinated regional strategic planning and mapping of homelessness resources** across LA County, cities, and Councils of Governments (COGs)
- **Visibility into the County's broader budget** beyond Measure A to inform decisions

System-Level Actions and Advocacy

- Strengthen messaging, communication, and transparency for public engagement
- Develop a comprehensive regional advocacy agenda
- Advance regional coordination and policy alignment
- Create contingency plans for emerging needs (e.g., loss of Emergency Housing Vouchers, HUD CoC NOFO changes, emergency housing for fire victims)

In addition to these core recommendations, the body of this report includes directed recommendations that outline both short-term and long-term opportunities for action. Each recommendation is organized by Measure A goals to demonstrate alignment with voter expectations. These sections provide detailed guidance for subgroups and targeted populations most impacted by spending plan reductions.

Overview

LA County has made measurable progress in addressing homelessness:

- Overall homelessness decreased by 4% over the past two years.
- Unsheltered homelessness declined by 9.5% countywide in 2025 and by 14% across the County over the past two years.

Measure A, approved by voters, was designed to build on this momentum—reducing homelessness and increasing affordable housing supply. These recommendations aim to preserve that progress and advance the five Measure A goals:

1. Increase the number of people moving from encampments to permanent housing to reduce unsheltered homelessness
2. Reduce number of people with mental illness and/or substance use disorders who experience homelessness
3. Increase the number of people permanently leaving homelessness
4. Prevent people from falling into homelessness
5. Increase the number of affordable housing units in LA County

Each goal includes the Measure A equity language: “...with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.” Centering equity is essential and must remain core to how all Measure A recommendations advance.

While Measure A resources are necessary, they are not sufficient to achieve these goals; they must be complemented by federal, state, county, and municipal resources. Given the County’s \$55 billion budget, leveraging other funding streams and partnerships is both critical and essential.

The proposed spending cuts will have significant human consequences. These reductions will impact system capacity and will directly affect individuals and families who depend on these services to remain housed. Without adequate funding, many will face the devastating reality of returning to homelessness—undoing hard-won progress and increasing hardship across the region. These cuts represent more than budgetary adjustments; they represent lives disrupted and futures at risk.

Analysis of Measure A FY26-27 Spending Plan

This section summarizes the line items presented to the public as part of the FY26–27 spending plan discussion. While data points listed below are still being validated, they provide a clear picture of the budgetary shifts and help tell the broader story of resource allocation. Notably, prevention and stabilization programs, under the framework pillars, experienced a significant impact. They were not just reduced but fully zeroed out, underscoring the scale of adjustments across service types.

Program Reductions and Eliminations

- 32 programs curtailed, generating \$81.76M in reductions
- 9 recommended for reduction by \$46M
 - Reduction in the amount of HHAP being leveraged for youth Interim Housing and Temporary Housing slots
- 4 programs level-funded year-over-year
 - CoC Cash Match
 - CoC Planning Grant
 - DPH IH
 - Shallow Subsidy
- 7 programs increased, as \$120.2M was reallocated within the budget
 - Growth does not reflect program growth
 - Increase reflects higher Measure A funding absorbing one-time funding sources no longer available
- Pathway Home (funded via a mix of Measure A and non-Measure A funds) curtailment of \$92M, which will have a direct impact on Measure A **Goal 1**
- Of the 32 eliminated programs, 13 were administered by LAHSA
 - Of the 13 LAHSA programs, 10 are in the framework pillars of Coordination, Prevention and Connect/Outreach which have direct implications for achieving **Goals 1-4** of Measure A
- LACAHSAs flagged in the FY26-27 spending plan as potential funding source for five unfunded service types:
 - Homeless Prevention Case Management & Financial Resources (Prevention)
 - RPSS (Permanent Housing)
 - CoC (Local Jurisdictions)
 - Legal Services
 - Problem-Solving

Driving Impact: SIA Recommendations

High-Level Analysis and Strategic Considerations of the Measure A Spending Plan

The following recommendations include both urgent actions that should be addressed as part of the FY26-27 Measure A Spending Plan and long-term strategic considerations that will guide system planning beyond the current fiscal cycle. While some recommendations may not have an immediate impact, they represent essential priorities for sustaining progress toward Measure A goals and mitigating risks over time. These considerations should remain central to planning discussions once the spending plan is approved, ensuring that short-term decisions do not compromise long-term system stability and equity.

SIA urges the County to re-evaluate its greater budget for strategies to offset the estimated \$300 million deficit. The draft spending plan proposes significant cuts to the prevention, stabilization, coordination and outreach programs, which will negatively impact the ability to achieve Goals 1, 3, and 4. The cuts will have the potential to jeopardize the progress LA County has made to address homelessness, specifically unsheltered homelessness. It is important to note that Measure A was approved by voters to reduce homelessness and by only utilizing the draft spending plan to guide investments we are limiting the impact of meaningful regional coordination and accountability.

Coordinate and Concretize LACAHSAs Role and Use of Prevention Funds

With County funding for homelessness prevention eliminated, LACAHSAs will now administer prevention resources and programming as required by Measure A—representing approximately 33% of its budget. This shift underscores the need for clarity on both LACAHSAs priorities and the County’s role in prevention. Defining these roles, expectations, and use of funds is critical to ensure continuity of upstream interventions and alignment with Measure A goals, as well as clarity for individuals navigating the system and providers delivering services.

SIA recommends assigning a designated role within the County (or one of the lead agencies) to monitor and track prevention efforts across all funding streams. This accountability function

will ensure transparency, identify gaps, and support coordination between Measure A-funded activities and other prevention strategies.

Rebalance Permanent and Interim Housing Investments

The proposed increase in funding for interim housing relative to permanent housing may have unintended consequences for **Measure A Goal 3**, which emphasizes long-term housing stability. While it is good that the County Department of Homeless Services and Housing (HSH) is preserving permanent housing beds, the Measure A regional homeless alignment efforts should be striving to increase permanent housing, not keep the amount stable. Having more permanent housing rental subsidies and units creates more throughput from interim housing, which means that a smaller number of interim housing beds could meet the same capacity needs if the time to enter permanent housing from interim housing were shorter.

To address this, SIA recommends, to the extent possible, building flexibility into budget allocation distributions to maximize interim housing utilization under the new HUD CoC NOFO stipulations. Because the NOFO prioritizes interim housing, there may be new interim beds added and thus an opportunity to align Measure A allocations to account for any new projects funded. This would allow the County to leverage federal resources for interim housing while preserving Measure A funds for permanent housing investments. This approach ensures compliance with NOFO priorities and optimizes system capacity without compromising voter intent for long-term housing solutions.

Outreach and Mitigation of Impacts of Pathway Home Cuts

To address anticipated challenges, SIA recommends clarity on accountability for consistent engagement across all regions and accelerated connections to services and housing navigators despite resource constraints. This mitigation plan should additionally outline strategies to minimize negative impacts on system performance and public health outcomes for unsheltered populations.

The substantial cut to outreach services poses significant risks to individuals experiencing unsheltered homelessness, directly hindering progress toward **Measure A Goal 1** and potentially creating unintended consequences for achieving **Goal 5**. HSH acknowledges that these cuts will require outreach teams to cover larger geographic areas and result in longer wait times for Los Angeles - Homeless Outreach Program (LA-HOP) and Emergency Centralized Response Center (ECRC) requests.

SIA recommends that HSH provide an assessment of how Pathway Home cuts will impact encampment resolution efforts and what the mitigation strategy will be. Reductions would significantly undermine system performance and progress toward Measure A goals.

Need for Ongoing Contingency Planning

Looming changes to HUD’s CoC program (pending the NOFO) may require reallocating permanent housing resources toward transitional and interim housing. These potential shifts underscore the need for a flexible funding strategy that anticipates CoC impacts and creates space for realignment considerations.

SIA recommends the County should implement a process for a formal re-evaluation of spending based on certain events such as the CoC NOFO not being invalidated by courts and the loss of EHV’s without additional funding in the FY 26 appropriations. This could include specific ways that funding would be repurposed from the spending plan to meet these needs or could involve creating an “emergency reserve” fund.

Lastly, SIA recommends adopting a comprehensive regional strategic plan that clearly defines strategies, roles, and funding sources across LA County, cities, COGs, and LACAHSAs. This plan should be developed in partnership with ECRHA and the LT, guided by subject matter experts. It should also consider establishing a minimum spending floor to ensure stability and accountability in funding commitments.

Fund Measure A administration using other County sources

Funding the cost to administer the range of programs funded by Measure A is critical, though collectively, the cost represents a significant portion of the recommended budget. SIA is not proposing a reduction in funding of the administrative costs – but is recommending that the County utilize other sources to fund administration costs – thereby allowing for additional funds to be utilized for direct program delivery.

Overall, these shifts highlight the need for a balanced approach that optimizes core system functions—housing prevention, outreach, and retention. Strategic coordination with other funding sources and proactive planning for prevention implementation will be critical to mitigating risks and advancing Measure A goals.

System-Level Actions to Strengthen Alignment and Advocacy

Building on the high-level analysis and strategic considerations outlined above, it is evident that achieving Measure A goals requires more than program-specific adjustments—it demands coordinated system-level action. Strengthening alignment across agencies, ensuring transparent communication, and advancing advocacy efforts are critical to maintaining public trust and securing the resources necessary to sustain progress.

The following efforts aim to reinforce system stability, prepare for emerging challenges, and ensure that short-term decisions do not compromise long-term objectives and recent gains. Additionally, these actions focus on regional coordination, transparency and proactive advocacy, setting the foundation for the goal-specific recommendations that follow.

Transparency and Public Engagement

- Increase transparency and foster iterative learning in the development of the Measure A Spending Plan. Future iterations of the plan should explicitly reflect how community input shaped revisions to promote trust and accountability.
- Provide regular updates on the decision-making process and ensure that presentations and materials are digestible, using plain language to make information accessible to the general public.
- Continue to expand communication efforts through use of diverse modalities to clearly convey the key elements of each phase of the spending plan—highlighting timelines, priorities and implications for programs and populations served.

Advocacy and Contingency Planning Opportunities

- Develop a comprehensive regional advocacy agenda.
 - Focus on securing ongoing state funding commitments (not just one-time allocations) and ensuring timely, full payment issuance such as HHAP funds.
 - Build upon outlined advocacy strategies recommended in recent analysis conducted by Abt Associates¹ and presented at the October LT meeting.
 - Advocate for prioritization of youth and family services funding from alternative sources—including private, state, and philanthropic partners—to protect programs that prevent generational cycles of homelessness.
- Advance regional coordination and policy alignment.
 - Align regional policy priorities with LACAHSa and other key partners to reinforce Measure A goals and housing prevention and preservation strategies. This includes:
 - Coordinating across jurisdictions to ensure consistency in funding and program priorities
 - Strengthening relationships with LACAHSa to advance shared objectives
 - Prioritizing housing prevention and preservation as core regional goals that aim to prevent people from falling into homelessness
- Develop contingency plans to mitigate the impacts of cuts and system shocks, including: emergency housing for fire victims, support for individuals and families at risk of losing EHV's, and anticipated changes to HUD CoC NOFO funding priorities.

¹ <https://file.lacounty.gov/SDSInter/bos/supdocs/208539.pdf>

Recommendations to Sustain Progress on the Measure A Goals

While prevention funding gaps, permanent vs. interim housing balance, and outreach reductions stand out as critical priorities, the section below provides a bird’s eye view analysis of the FY26–27 spending plan’s impacts on each Measure A goal. It outlines corresponding SIA recommendations and identifies the entities encouraged to take action.

It is important to note that some recommendations are more granular and operational in nature, but they are included intentionally to provide transparency and clarity for the general public and community partners. These details help illustrate how specific actions connect to Measure A and broader system goals and why they matter for sustaining progress.

These recommendations aim to mitigate risks and move the County closer to achieving Measure A objectives. It is also important to note that the SIA Subcommittee focused on Goals 1-4, as Goal 5 (increase affordable housing units) falls under the specific purview of LACAUSA.

Recommendation #1

Leverage the County’s **\$55 billion budget and external partnerships** to sustain interim housing and Pathway Home operations without relying solely on Measure A funds.

Specifically:

- **Identify alternative County funding streams** for interim housing and supportive services, incorporate flexibility into allocations to allow for potential use of Behavioral Health Services Act (BHSA) funds. Pending HUD CoC NOFO impacts, which call for reallocating permanent housing to transitional housing, should create space for funding re-alignment considerations.
- **Capitalize on Pathway Home’s standalone budget status** to attract non-public dollars.
- **Engage major event sponsors** (Olympics, FIFA, and other LA host events) for corporate social responsibility (CSR) investments in housing solutions while maintaining equity values and assessing for unintended impacts.

Measure A Goal	Measure A FY26-27 Spending Plan Impact on Measure A Goals	Who's Encouraged to Take Action
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<p>Goal 1:</p> <p>Increase the number of people moving from encampments to permanent housing</p>	<ul style="list-style-type: none"> • Less interim housing capacity, reducing available shelter options. • Longer wait times for beds, delaying access to safe housing. • Though an increase in allocation from Measure A, significant decrease in Pathway Home operations, limiting encampment resolution efforts. 	<ul style="list-style-type: none"> • County BOS • Local Jurisdictions • Philanthropy
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Recommendation #2

Establish clear referral pathways for mental health and substance use disorder (SUD) supports so providers can quickly connect participants to care.

- **Defined access points and protocols** for Medi-Cal and BHSA funded services.
- **Guidance on non-public resources** and connections where possible.
- **Communication tools and training** to ensure efficient referrals and training that is based in service delivery models to fidelity.

Measure A Goal	Measure A FY26-27 Spending Plan Impact on Measure A Goals	Who's Encouraged to Take Action
<p>Goal 2:</p> <p>Reduce number of people with mental illness and/or SUD who experience homelessness</p>	<ul style="list-style-type: none"> • Reduced SUD support due to CENS cuts. • Case managers face heavier caseloads and increased responsibilities with the reduction of ICMS slots. • Confusing SUD/MH referral channels, limiting case manager capacity. • Direct service providers stretched thin, forced to take on multiple roles. • Fewer people served overall because high-acuity 	<ul style="list-style-type: none"> • County HSH • Philanthropy • DMH

	participants require more time and limited slots remain.	
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Recommendation #3

Develop and adopt a flexible funding reassessment plan that allows the County to adjust local allocations after HUD finalizes CoC funding. This plan should:

- **Anticipate potential shifts** toward interim housing under new CoC rules.
- **Preserve the ability to rebalance resources** to fill gaps left by CoC changes, especially for permanent housing and prevention.
- **Approve now** to ensure readiness, but include mechanisms for adjustment once CoC allocations are confirmed.

Measure A Goal	Measure A FY26-27 Spending Plan Impact on Measure A Goals	Who's Encouraged to Take Action
<p>Goal 3:</p> <p>Increase the number of people permanently leaving homelessness</p>	<ul style="list-style-type: none"> ● Cuts to benefits advocacy can unintentionally and significantly reduce MediCal dollars that are brought into the system. ● Employment program curtailment risk cutting programs that may be mandated to obtain housing support. ● Loss of legal supports increases homelessness risk. 	<ul style="list-style-type: none"> ● ECRHA ● LACAHSa ● County BOS ● LAHSA ● DMH

Recommendation #4

Develop and fund a regional prevention plan that analyzes lead agency funding structures and budgets, establishes coordination protocols across jurisdictions, and ensures clear roles, responsibilities, and resources for supporting individuals at risk of homelessness. Actions should include:

- **Identify funding streams beyond Measure A** to sustain prevention programs, including partnerships with education systems for youth and families.

- **Conduct a comprehensive analysis** of multi-agency funding structures and budgets to identify opportunities for resource alignment and leverage across the homelessness response system.
- **Define and formalize responsibilities** for Measure A prevention funds allocated to LACAHSAs.
- **Build dedicated supports for low-acuity individuals, youth, and families** at the brink of homelessness, ensuring early intervention.
- **Create clear referral pathways** for prevention services and communicate them to providers for rapid response.
- **Re-imagine the function of Family Solution Centers (FSC)** and institutionalize drop-in centers as core components of the homelessness response system.

Measure A Goal	Measure A FY26-27 Spending Plan Impact on Measure A Goals	Who's Encouraged to Take Action
<p>Goal 4: Prevent people from falling into homelessness</p>	<ul style="list-style-type: none"> ● Loss of services for lower-acuity individuals, families, and TAY at risk of homelessness provided by LAHSA programs such as Problem Solving and Homeless Prevention Case Management & Financial Assistance. ● Generational impact risk from eliminating coordination programs including Education coordinators (McKinney-Vento Liaisons, \$1M) targeting youth and families as a significant equity impact. ● Decreased funding of permanent housing supportive services could lead to lease violations and attrition in PSH. 	<ul style="list-style-type: none"> ● ECRHA ● LACAHSAs ● County HSH ● County BOS ● Philanthropy ● Local Jurisdictions ● Faith-based Community

Closing

The recommendations outlined in this document are designed to advance the goals of Measure A during a critical period of unprecedented budget cuts. These recommendations focus on sustainability and strategic alignment for this iteration of the Measure A Spending Plan.

It is important to note that the gap needed to fully support homelessness and housing represents only 0.5% of the County's overall \$55 billion budget. Against this backdrop, resource reductions must be managed strategically to maximize available funding, prioritize high-need populations, strengthen accountability, align efficiencies, and promote transparency.

This document serves as an executive summary of the compiled work and recommendations of the SIA Subcommittee. This is also a learning process and an exercise in continued coordination for the betterment of all of LA County.

SIA looks forward to continuing this collaborative process and hopes these recommendations add value as our region moves toward achieving the goals set by voters through Measure A. We strongly encourage the adoption of these recommendations and their integration into the next iteration of the Measure A Spending Plan. Doing so will position us collectively to navigate fiscal challenges while achieving the vision of Measure A through a transparent, inclusive, and results-driven approach.

The County has been highly transparent throughout this process, and the SIA Subcommittee appreciates their active involvement and the opportunity for meaningful engagement during the development of the FY26–27 spending plan.