

2025-2030

Strategic Plan

*Executive Committee for Regional Homelessness Alignment
(ECRHA)*

Table of Contents

Executive Summary.....3

Introduction7

Section 1. ECRHA’s Intent in Establishing a 5-Year Strategic Plan.....9

Section 2. ECRHA’s Role Within the Los Angeles Homelessness
and Housing Context 11

Section 3. Key Milestones and Recurring Annual Activities 13

Section 4. Detailed Activities FY 2025-26 14

Section 5. Coordination With Regional Partners..... 17

Section 6. Insights from Engaging Partners in Strategic Planning..... 18

Section 7. Conclusion: Aligning the Region for the Road Ahead.....21

Executive Summary

The Executive Committee for Regional Homelessness Alignment (ECRHA) developed this five-year strategic plan (2025–2030) to define its role and next steps in Los Angeles County's homelessness response. Established by the Board of Supervisors (Board) in 2023 and charged with additional duties under Measure A, ECRHA¹ is tasked with developing one plan to address homelessness, proposing performance metrics, promoting alignment on funding, and providing oversight and regional recommendations, among other duties. This plan provides a roadmap through 2030 that integrates these duties, incorporates Board directives, outlines its coordination with the Leadership Table for Regional Homeless Alignment (LTRHA) and the Los Angeles County Affordable Housing Solutions Agency (LACAHS), and operationalizes Measure A requirements.

The Moment and the Mandate

After years of increasing homelessness, Los Angeles County recorded two consecutive declines in the 2024 and 2025 Point-in-Time Counts. This progress illustrates the impact of recent investments, coordination, and service expansion; however, structural challenges remain. The region started its Measure A implementation journey with a deficit of over 520,000 affordable rental homes and high overcrowding in rental housing units. Challenges have grown as fiscal and policy uncertainty at state and federal levels unfolded at the outset of 2025.

Measure A, approved by voters in November 2024, repealed Measure H and instituted a half-cent sales tax projected to raise more than \$1 billion annually. Funds from the tax are intended for proven and innovative homelessness prevention programs and housing solutions. Measure A requires five-year goals, baseline and target metrics, and regular public reporting. It prioritizes unsheltered homelessness, behavioral health, exits from homelessness, prevention, and housing supply. ECRHA is charged by the Measure A ordinance or the Board motion with duties such as developing one plan to address homelessness, oversight, and recommendations regarding expenditures and performance evaluation.

Role and Structure

ECRHA is a coordinating and advisory body, not a policymaking or funding authority on its own. It convenes decision-makers at many levels of government, aligns policies and resources, evaluates progress toward Measure A regional goals, and provides recommendations on expenditures and reallocations, and can serve as a forum to unite voices regarding state and federal policies. The governance framework pairs ECRHA with the LTRHA, which provides advice and stakeholder

¹The August 2023 Board motion established an Executive Committee, and the Measure A ordinance also references the Executive Committee. The Executive Committee was named upon its establishment as the Executive Committee for Regional Homeless Alignment (ECRHA). Los Angeles County Board of Supervisors. (2023, August 8). Motion establishing a regional governance structure for homelessness (Motion No. 2004). Los Angeles County. Retrieved from <https://file.lacounty.gov/SDSInter/bos/supdocs/183133.pdf>

perspectives. ECRHA also has designated connections with LACAHSa, particularly regarding Goals 4 (prevention) and 5 (affordable housing). ECRHA has specific advisory functions to the Board of Supervisors, and also is tasked to develop one plan to address homelessness.

Plan Framework and Timeline

The five-year planning horizon is designed to align with Measure A's next major system accountability milestone: the requirement that ECRHA evaluate progress toward metrics and recommend reallocations by December 31, 2030, followed by the establishment of new baseline and target metrics by October 1, 2031. The plan proceeds in three phases:

- **PHASE 1 (2025–2027):** Lay the foundation for the development and implementation of Measure A tools and ECRHA's operational workflows
- **PHASE 2 (2027–2029):** Support alignment around key funding and policy decisions
- **PHASE 3 (2030):** Set the stage for the next cycle of planning, implementation, and long-term system visioning

Key Milestones

- **2024:** Passage of Measure A
- **2025:** Adoption of baseline and metrics, advance first evaluation agenda, populate first Responsive Regional Program Inventory, review first progress report on Measure A regional goals
- **2026:** Standards of care implemented, develop a Collaborative Action Plan, provide input on data goals and timelines
- **2027:** Mid-point review of progress toward Measure A regional goals
- **2028:** Establish criteria for Measure A reallocation recommendations
- **2029–2030:** Formulate and finalize Measure A reallocation recommendations based on progress review
- **2030–2031:** Formulate new baseline and target metrics for Measure A regional goals

ECRHA will also carry forward anticipated recurring annual activities—receiving an annual auditor-controller presentation when requested, reviewing the Responsive Regional Program Inventory, analyzing an annual progress report on Measure A goals, making recommendations to an evaluation agenda, and making recommendations regarding expenditure of funds allocated to the County and LACDA. On an ongoing basis, ECRHA will also review progress toward Measure A goals, review regional performance data, and propose areas of policy and resource alignment across the region through updates to the Collaborative Action Plan.

FY 2025–26 Activities

Initial implementation activities this fiscal year focus on a few key areas, in addition to other tasks:

- **Responsive Regional Program Inventory:** Approve framework enhancements, discuss data collection plan, promote action item submission, and publish the first inventory
- **Collaborative Action Plan:** Using Measure A tools, develop a Collaborative Action Plan that outlines recommended action and advocacy across all partners throughout the region
- **Standards of Care:** Guide the Best Practices for Standardization of Care (BPSC) Committee, finalize development of standards, and promote regional adoption
- **Evaluation and Metrics, and Data:** Make recommendations on the annual evaluation agenda, provide input on the Measure A Goal Metric Dashboard, provide input on Measure A data goals, timelines, and benchmarks, and review early assessments
- **Resource Alignment:** Provide recommendations on the County's Measure A FY 2026-27 spending plan and promote resource alignment across jurisdictions

Partner Coordination Alignment: LTRHA and LACAHSa

ECRHA will continue structured collaboration with the LTRHA, which provides input on tools such as data, goals & metrics, standards of care, and the Responsive Regional Program Inventory. ECRHA may also wish to seek input from the LTRHA on the development of one plan to address homelessness. LACAHSa and ECRHA share responsibility for evaluating progress toward Measure A goals. ECRHA will receive regular reporting from LACAHSa, encourage coordination across jurisdictions, and promote cohesive strategies across shared membership.

Partner Input and Recommendations

From July-October 2025, key community partners, including but limited to providers, collaboration partners, ECRHA members or their staff, and Board offices were engaged in providing insights to directly shape this plan. Partner engagement identified several priorities: ECRHA must use its convening role to move from discussion to action; promote policy alignment with intentional jurisdictional partner engagement; clarify governance roles; make data a driver of action by translating metrics into accessible formats; and evolve the original Responsive Regional Plan from an inventory into a decision-support tool.

Operationalizing Feedback (subject to ECRHA approval and finalization): To operationalize ECRHA's duties and incorporate feedback from key partners, the following key activities are proposed:

- Institutionalize policy conversations in its meeting cadence, including dedicated time to review Measure A progress, the Responsive Regional Program Inventory, and other performance analyses, culminating in actionable recommendations each year.
- Select key policy questions annually for regional discussion and alignment.
- Deepen jurisdictional partner engagement through direct presentations, use of ECRHA representatives and partners, and regular reporting when requested to jurisdictions.
- Expand visibility and transparency by cross-sharing updates, maintaining a clear digital presence, and promoting accessibility of Measure A deliverables.
- Serve as a connection across county, jurisdiction, LACAHSAs, and other partners by fostering alignment of funding and policy conversations with Measure A goals.

Conclusion

This plan establishes the structure, activities, and accountability mechanisms for ECRHA through 2030. It operationalizes Measure A duties, incorporates Board directives, and reflects partner input. By aligning resources, clarifying roles, and grounding decisions in metrics and standards, ECRHA can play a role in furthering a unified, accountable framework to reduce and prevent homelessness in Los Angeles County. Building on recent progress, ECRHA enters this next phase with both urgency and resolve. Partners have been clear that ECRHA must facilitate candid policy conversations, deepen regional engagement, and ensure that metrics, the Responsive Regional Program Inventory, and Collaborative Action Plan are used as tools for action. With ongoing state and federal shifts, ECRHA's charge is to anticipate and adapt to these dynamics while keeping focus on its central mandate: supporting alignment of Los Angeles County and its 88 cities and unincorporated areas toward measurable and coordinated reductions in homelessness.

INTRODUCTION

Executive Committee for Regional Homelessness Alignment's Mission

Executive Committee for Regional Homelessness Alignment (ECRHA) is an intergovernmental regional coordinating body tasked with developing a single, unified plan to address homelessness across Los Angeles County. Established by the Los Angeles County Board of Supervisors in 2023² and granted specific duties under Measure A, as well as other ad hoc regional tasks aligned with its mission, ECRHA brings together county, city, and state representatives. In partnership with the Leadership Table for Regional Homeless Alignment (LTRHA), it works to identify effective strategies, scale solutions, align private and public funding, and announce a vision to solve homelessness in Los Angeles County.

Turning the Corner on Homelessness

After years of rising homelessness, the Los Angeles County region is beginning to see a meaningful shift. The 2024 and 2025 Homeless Point in Time Counts both showed a decline in the number of people experiencing homelessness—a trend that illustrates that regional investments, policy coordination, and service expansions are making an impact.^{3,4} This progress comes against a backdrop of deep structural challenges: significant uncertainty in state and federal policies a persistent shortfall of over 520,000 affordable rental homes for low-income households,⁵ one of the nation's highest rates of overcrowded rental housing,⁶ and a longstanding gap between system capacity and need.⁷ This moment offers a critical opportunity to strengthen regional coordination—aligning jurisdictions, investments, and accountability structures to drive sustained, system-wide progress.

² Los Angeles County Board of Supervisors. (2023, August 8). Motion establishing a regional governance structure for homelessness (Motion No. 2004). Los Angeles County. Retrieved from <https://file.lacounty.gov/SDSInter/bos/supdocs/183133.pdf>

³ Los Angeles Homeless Services Authority. (2025, July 14). 2025 Greater Los Angeles homeless count: Press conference presentation. <https://www.lahsa.org/documents?id=9370-2025-greater-los-angeles-homeless-count-press-conference-presentation>

⁴ Khouri, A., & Goldberg, N. (2025, July 14). The number of people living on the streets dropped nearly 10% countywide this year. Los Angeles Times. <https://www.latimes.com/california/story/2025-07-14/2025-homeless-count-numbers>

⁵ Los Angeles County Chief Executive Office. (2023, September 21). Seventh annual affordable housing programs report. Los Angeles County. https://file.lacounty.gov/SDSInter/lac/1147895_09-21-23-BM-SeventhAnnualAffordableHousingProgramsReport_Final.pdf

⁶ California Housing Partnership. (2023, June 30). Los Angeles County 2023 affordable housing outcomes report. California Housing Partnership. https://chpc.net/wp-content/uploads/2024/03/2023-LA-County-AH-Outcomes-Report_.pdf

⁷ County of Los Angeles. (2024, December 11). Affordable housing, homelessness solutions, and prevention now transactions and use tax ordinance (Measure A), Ordinance No. 2024-0062. Los Angeles County Board of Supervisors. <https://file.lacounty.gov/SDSInter/bos/supdocs/MeasureAOrdinance.pdf>

Measure A: A New Chapter in Countywide Response

Approved by voters in November 2024, **Measure A** repeals and replaces Measure H,⁸ reorienting the region's approach to homelessness. The new half-cent sales tax, effective April 1, 2025, is projected to raise over \$1 billion annually to fund housing, services, prevention, and housing production.

Measure A requires systemwide five-year goals, performance tracking, and regular public reporting. It prioritizes unsheltered homelessness, behavioral health, exits from homelessness, prevention, and housing supply. The measure formalizes a regional structure for implementation, with funding shared among Los Angeles County, including its unincorporated areas, incorporated cities, the Los Angeles County Development Authority (LACDA), and the Los Angeles County Affordable Housing Solutions Agency (LACAHS). Measure A expanded ECRHA's existing role in regional coordination and governance to work toward developing a unified plan to end homelessness in the region, along with additional oversight duties and advisory responsibilities to the Board of Supervisors.

Moving Forward, Sustaining Progress Requires Confronting Significant Challenges

State budget shortfalls, federal funding cuts, and broader political shifts could weaken the very housing, health, and service systems that have underpinned recent gains. Recognizing these risks alongside the region's momentum is essential: it underscores the importance of protecting flexible resources, strengthening regional coordination, and advancing long-term solutions even in a constrained fiscal and political environment.

⁸Measure H was a quarter-cent sales tax that nearly 70 percent of County voters approved in 2017, creating the first local revenue stream dedicated to addressing and preventing homelessness. It was replaced by Measure A on April 1, 2025. Los Angeles County Chief Executive Office, Homeless Initiative. (n.d.). About the Homeless Initiative. Los Angeles County. <https://homeless.lacounty.gov/about-the-homeless-initiative>

Section 1. ECRHA's Intent in Establishing a 5-year Strategic Plan

This strategic plan provides a five-year roadmap for how ECRHA will fulfill its advisory and oversight responsibilities under its foundational mandate established by the Los Angeles County Board of Supervisors (Board) in August 2023,⁹ and as expanded through the passage of Measure A in 2024. The plan also references additional ad hoc advisory tasks it was given based on its key role as a regional entity. It reflects lessons learned from prior governance efforts, builds on momentum generated by early accomplishments, and responds to the region's renewed mandate for coordination, equity, and impact in its homelessness response.

This strategic plan is intended to:

- **Clarify ECRHA's role** and organize the work ahead for the Committee and its partners
- **Guide ECRHA's decision-making and support alignment** across county, city, and regional entities
- **Sharpen the long-term vision** for regional collaboration and implementation through 2030

Grounded in a commitment to measurable results toward Measure A goals and ECRHA's founding mandates, this plan outlines the committee's key activities, coordination strategies, and advisory functions that will guide its work over the next five years.

⁹Los Angeles County Board of Supervisors. (2023, August 8). Establishing a governance structure for homelessness with an executive committee for regional homelessness alignment (Agenda Item 18). Los Angeles County. <https://file.lacounty.gov/SDSInter/bos/supdocs/183133.pdf>

Rationale for a Five-Year Time Horizon

The five-year planning horizon is designed to align with Measure A's next major system accountability milestone: the requirement that ECRHA evaluate progress towards goals and recommend funding reallocations to the Board of Supervisors and LACAHSa by December 31, 2030. This will enable ECRHA and the partners and jurisdictions that are part of the homelessness system to prepare for the key major milestones in the next five-year cycle, which involves ECRHA making recommendations to the Board on new baseline and target metrics. Following the 2030 timeline of proposing funding reallocations and preparing for formulating new targets in 2031, ECRHA enters a recurring five-year cycle of performance review, metric adjustment, and oversight.

This plan positions ECRHA to engage through that first complete cycle, guiding the region from foundational implementation to informed decision-making and system recalibration. The five-year scope also supports phased capacity-building and institutional development within ECRHA and among its regional partners:

- **PHASE 1 (2025–2027):** Lay the foundation for the development and implementation of Measure A tools, the Collaborative Action Plan, and ECRHA's operational workflows
- **PHASE 2 (2027–2029):** Support alignment and advocacy around key funding and policy decisions
- **PHASE 3 (2030):** Set the stage for the next cycle of planning, implementation, and long-term system visioning

Together, these phases reflect the strategic and statutory rhythms of ECRHA's work—and set the foundation for long-term regional impact.

Section 2. ECRHA’s Role Within the Los Angeles Homelessness and Housing Context

ECRHA’s Strategic Role in Regional Coordination and Measure A Implementation

The ECRHA was established by Board motion in August 2023 to enhance regional governance to address homelessness in Los Angeles County. Its creation built on the recommendations of the Blue Ribbon Commission on Homelessness,¹⁰ which laid the groundwork for a more coordinated and accountable governance structure.¹¹ The nine-member committee is comprised of elected officials—including county supervisors and city representatives—and one state government representative.

As a key advisory body to the Board and the region, ECRHA’s responsibilities include:

TABLE 1. ECHRA’s Primary Responsibilities

FOUNDATIONAL DUTIES	MEASURE A DUTIES
Develop one plan for the region to address homelessness	Evaluate progress toward Measure A goals
Establish a common set of performance indicators	Formulate baseline and target performance metrics for Board approval by April 1, 2025 (complete)
Align funding and resources within each member’s respective jurisdiction or area of influence	Make recommendations on a regional plan for Board approval by April 1, 2025 (complete)
Provide oversight	Develop best practices for standardization of care for funding recipients and contractors
	Oversee and make recommendations to the Board regarding the expenditure of funds allocated to the County and LACDA in consultation with the LTRHA
	Make recommendations to the Board and LACAHSa to redirect funds to or away from specific programs for which target metrics have not been achieved by December 31, 2030
	By October 1, 2031, formulate new baseline and target metrics
	Make recommendations on the annual evaluation agenda
	Receive presentation of annual Auditor-Controller findings, if requested

¹⁰Los Angeles County Blue Ribbon Commission on Homelessness. (2022, March 30). Report and recommendations of the Blue Ribbon Commission on Homelessness (Adopted March 30, 2022). Los Angeles County. <https://assets-us-01.kc-usercontent.com/0234f496-d2b7-00b6-17a4-b43e949b70a2/c15b378d-d10e-46aa-a6cc-7102043aa708/BRCH%20Homelessness%20Report%20%28033022%20Adopted%29%20%28Final%29.pdf>

¹¹ The same Board motion that established the Executive Committee for Regional Homelessness Alignment also created the Leadership Table for Regional Homeless Alignment (the Leadership Table). The Leadership Table was designed to support ECRHA by bringing together philanthropy, service providers, faith leaders, and individuals with lived expertise to provide advice, surface perspectives from across the region, and help align broader stakeholder efforts with ECRHA’s regional planning and oversight responsibilities (Los Angeles County Board of Supervisors, 2023).

A Unique Advisory and Coordinating Role

ECRHA is an intergovernmental coordinating body, not a policymaking or funding authority on its own. While it does not have jurisdiction to enforce policy recommendations, unilaterally set performance targets, or make final funding decisions, it does play a pivotal advisory role to the Board of Supervisors and the region with respect to policymaking, funding, and oversight. A central part of this role is aligning policies, advocacy, and funding across jurisdictions. ECRHA drives various tools, including but not limited to the Responsive Regional Program Inventory, Measure A metrics progress review, and standards of care, and the Collaborative Action Plan that serve as key resources to inform regional analysis and decisions that drive homelessness reduction implementation. ECRHA also provides a key convening venue for county and city leadership to shape collective strategy, strengthen system alignment, and advance accountability across the region.

The governance structure pairs the ECRHA with the LTRHA. In this arrangement, the LTRHA Table provides advice and community perspectives to support ECRHA, which in turn, makes recommendations to the Board of Supervisors and the region.

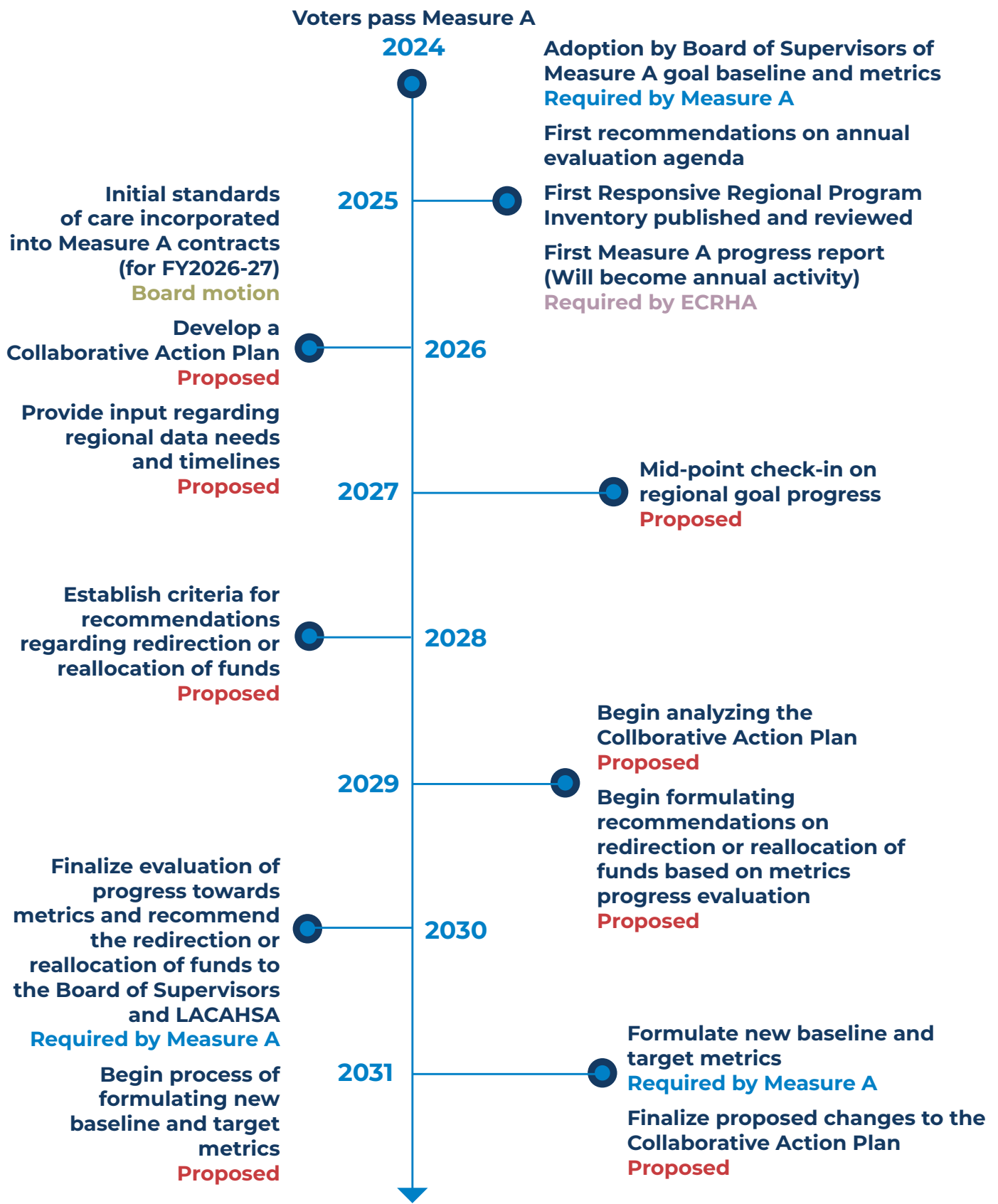
In addition to its role in making recommendations regarding the expenditure of Measure A funds allocated to the County and LACDA, ECRHA can also guide the alignment of other non-Measure A local, state, and federal funding streams across the county to ensure they reinforce regional goals. For example, jurisdictional and regional partners can make better-informed decisions about leveraging local revenues and other public funding streams to solve homelessness to meet regional goals with the tools, insights, and policy recommendations mobilized by ECRHA.

Through this structure and mandate, ECRHA is uniquely positioned to unify homelessness planning efforts across jurisdictions, guide strategic resource use, and elevate promising practices grounded in evidence and equity. Its influence lies in bringing the right leaders to the table, asking the right questions, and helping steer all components of the broader system.

Section 3. Key Milestones and Recurring Annual Activities

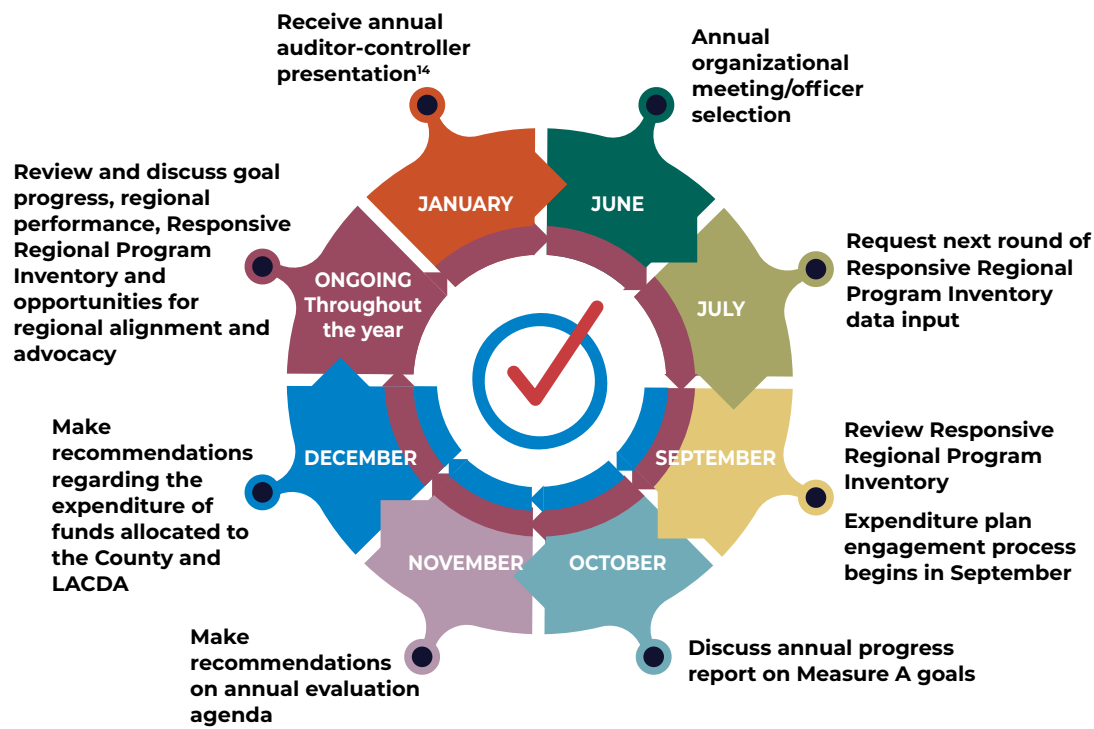
This section summarizes the most significant, high-level events and deliverables in the strategic plan's timeline. It highlights the required and proposed strategically important milestones impacting ECRHA (see Table 2)—such as Measure A metric progress assessments, funding reallocation recommendations, and proposed metrics changes—and outlines activities that occur on a regular basis each year (see Table 3), such as annual progress reporting, evaluation agenda reviews, and expenditure plan recommendations to the Board of Supervisors.

TABLE 2. Key Measure A Milestones, 2024-2031¹²



¹²Includes two key activities outside of five-year strategic planning window (2025-2030) to include key context around past and future milestones.

TABLE 3. Anticipated Annual ECRHA Recurring Activities¹³



Section 4. Detailed Activities FY 2025-26

This section provides a more detailed breakdown of activities planned for the current fiscal year (FY2025-26) supplementing the major milestones identified in the plan. It captures supporting actions—such as policy development, partner engagement processes, data system improvements, and coordination efforts—that contribute to achieving the overarching goals. Each fiscal year detailed activities will be updated and proposed to ensure ongoing visibility into ECRHA’s anticipated workplan.

FY 2025-26 Detailed Activities

CATEGORY	ACTIVITY	YEAR
Responsive Regional Program Inventory	Approve enhancements (additional data categories) to the Responsive Regional Program Inventory Framework as recommended by the Best Practices for Standardization of Care (BPSC) Committee	2025-26
	Provide direction on the Responsive Regional Program Inventory data collection plan	2025-26
	Encourage public funding entities to submit data to the Responsive Regional Program Inventory	2025-26
	Review the first iteration of the publicly available Responsive Regional Program Inventory and utilize it to inform policy decisions	2025-26

¹³This table of anticipated annual activities is subject to change, both in the substance of activities and in the time of year they are likely to happen. This provides a detailed list and anticipated timing given ECRHA’s current mandates and responsibilities as of October 2025. It is recommended that this annual cadence be updated each fiscal year as annual operational timelines and workflows solidify

¹⁴Measure A (Section 5.B.) requires the Auditor-Controller to annually prepare and transmit to the Board of Supervisors and LACAHSa a report on all receipts and expenditures in the preceding fiscal year. In addition, upon request, the Auditor-Controller will present the findings of this report to ECRHA, the LTRHA, and the LAHSA Commission. The timing of the audit is not specified in Measure A. Measure H audits were typically made public in December of each year (<https://homeless.lacounty.gov/evaluations-audits/>). ECRHA could request this presentation after the audit is published, if desired.

CATEGORY	ACTIVITY	YEAR
Collaborative Action Plan	Using the Measure A establishing tools including metrics, best practices standards of care, and the Responsive Regional Plan Inventory develop a Collaborative Action Plan to be promoted countrywide	2025-26
	Define recommended roles and responsibilities for partners throughout Los Angeles County regarding the leadership, coordination, and delivery of programs	2025-26
	Propose a coordinated framework for united regional advocacy assigning shared priorities and responsibilities for engaging the State and Federal government on funding and policy	2025-26
Standards of Care	Provide guidance and direction to the Best Practices for Standardization of Care (BPSC) Committee	2025-26
	Finalize development of standards of care	2025-26
	Receive recommendations from the BPSC Committee on a process to identify and recommend areas for jurisdictions to better align policy and program design, collaborate to remove roadblocks and scale effective programs, identify opportunities for system and cost efficiencies, and drive investment toward greatest impact	2025-26
	Promote regional adoption of the standards of care	2025-26
	Review standards of care performance reporting as it becomes available	2025-26
Evaluation Agenda	Provide recommendations on the annual evaluation agenda	2025-26
Measure A Goal Baseline & Metrics Review	Provide feedback on the design of the public Measure A Goal Metrics Dashboard	2025-26
	Review and discuss an initial assessment of progress, as available, towards meeting Measure A goals	2025-26
Regional Data Needs	Provide input on data infrastructure and deliverables needed to program performance and outcomes consistently and accurately across Los Angeles County, and the associated timeline with those deliverables	2025-26
Measure A Spending Plan	Provide recommendations on the County's FY 2026-27 Measure A spending plan	2025-26
	Promote alignment on homelessness spending across jurisdictions to achieve the regional goals	
Additional Board of Supervisors Directives	Engage in the creation of the new County Department on Homelessness (the Department of Homeless Services and Housing)	2025-26
	Engage in the strategy on County planning for major regional sporting events	2025-26
LTRHA	Collaborate and jointly plan on the LTRHA's advisory functions	2025-26
LACAHSA	Collaborate and communicate with LACAHSA on shared responsibilities specifically prevention programs	2025-26
Communication and Visibility	Promote accessibility to ECRHA and LTRHA meetings on public websites	2025-26
	Promote public transparency and availability of Measure A required deliverables on public websites	2025-26

Section 5. Coordination With Regional Partners

Ongoing Collaboration Between the LTRHA and ECRHA

Under both Measure A and the governance framework adopted by the Board of Supervisors, the LTRHA serves as an advisory body to ECRHA. Per the founding framework the LTRHA supports the work of ECRHA, including to help unite the region behind one unified effort, guide public education on the issue of homelessness, and align private funding in support of a regional plan. Measure A tasks the LTRHA to provide input to ECRHA and LACAHSa on baseline and target metrics, provide input to ECRHA on best practices for standardization of care, and provide input to ECRHA to inform their recommendations regarding the expenditure of funds allocated to the County and LACDA. ECRHA builds on that input to develop and implement its foundational mandates and responsibilities under Measure A.

The LTRHA played an indispensable role supporting ECRHA to formulate the region's first ever comprehensive baseline and metrics to assess progress towards achieving the regional goals required by Measure A. This is particularly notable given the abbreviated time period available to generate these data and the fairly new nature of both the LTRHA and ECRHA. LTRHA members have been highly dedicated to their role supporting ECRHA in a variety of capacities, including developing standards of care and engaging the broader community. In this next phase of the ongoing collective work, the LTRHA can play a key advisory function using community feedback specifically focused on making progress towards the regional goals. ECRHA can then use that input to shape actionable recommendations for the Board of Supervisors and the region.

Specifically, the LTRHA can play a particularly important role in helping to develop the Collaborative Action Plan and using it to shape an understanding of what is needed to achieve the goals with recommendations to ECRHA, including gathering community input around these actions and driving consensus. ECRHA and LTRHA staff and leadership will continue to work closely together to drive collective effort towards shared outcomes.

Collaboration Between LACAHSa and ECRHA

Under Measure A, the Los Angeles County Affordable Housing Solutions Agency (LACAHSa) and ECRHA share responsibility for tracking and reporting progress toward the measure's regional goals. While LACAHSa primarily oversees the prevention and affordable housing goals (Goals 4 and 5, respectively), ECRHA's advisory role includes making recommendations to LACAHSa on funding allocations based on goal performance. This interdependence creates a natural point of alignment: both entities are tasked with assessing systemwide outcomes and ensuring that investments drive measurable reductions in homelessness. Additionally, given ECRHA's mandate to drive regional alignment of effort and resources, there is a natural intersection to promote an

integrated understanding of how LACAHSa, Los Angeles County, eligible jurisdiction, and other partners’ investments are functioning together to achieve the shared regional goals.

To strengthen this alignment, ECRHA seeks to:

- Establish a consistent practice of receiving regular reporting (written and as-needed verbal) from LACAHSa at its public meetings. Such reporting would enhance transparency, facilitate information sharing, and create opportunities for joint strategizing on goal achievement across ECRHA, the LTRHA, and LACAHSa.
- Foster alignment on reporting and strategies across Goals 4 and 5 to facilitate joint public reporting on progress towards regional goals.
- Encourage coordination regarding expenditure of Measure A funds, including across eligible jurisdictions receiving funds from both LACAHSa and Los Angeles County, to promote achievement of Measure A goals.
- Promote dialogue on cohesive, shared strategies across shared LACAHSa and ECRHA membership.

Coordinated dialogue among these regional partners can help ensure that housing production, prevention investments, and service strategies are mutually reinforcing and aligned with Measure A’s systemwide performance metrics.

Section 6. Insights From Engaging Partners in Strategic Planning

In July and August 2025, key community partners, including but not limited to providers, collaboration partners, ECRHA members or their staff, and board offices were engaged in providing insights to directly shape this plan.¹⁵ These dialogues highlighted a set of opportunities and challenges for ECRHA to address in the coming years.

The following table provides a high-level overview of the detailed themes.

TABLE 4. Summary of findings from stakeholder strategic planning conversations

Unique role and growing opportunity	The region needs a central venue to align regional homelessness strategy, and ECRHA is uniquely positioned to convene decision-makers across jurisdictions.	ECRHA should use its convening power to move from discussion to recommended regional action, anchored in the data available in the Regional Program Inventory and Measure A Goal Metric Dashboard.
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¹⁵The initial stage of partner engagement outreach is inclusive of but not limited to the following partners based on availability to engage at this initial stage: Board of Supervisors’ offices, ECRHA members and staff, LTRHA members and staff, CEO-HI and Housing for Health staff, LACDA staff, and LACAHSa staff.

Shape policy direction and engage jurisdictional partners	One of ECRHA's greatest opportunities is leading region-wide policy direction tied to Measure A goals, which are connected to the homelessness prevention and response system as a whole. This requires intentional engagement of jurisdictions to shape and advance shared priorities.	ECRHA should pair policy leadership with encouraging structured jurisdiction engagement to ensure strategies are relevant, scalable, and supported across all 88 cities and unincorporated areas. ECRHA can serve as a venue for difficult policy conversations about tradeoffs in a resource-constrained environment by selecting key issues in the early years of Measure A implementation to guide and align the region. ECRHA members can then play a key role in working within their spheres of influence to encourage policy and funding decisions that align with ECRHA's recommendations.
Clarify and align the governance landscape	Questions about ECRHA's role stem from how it fits into the broader governance system, and the roles of each of them. Multiple bodies have interconnected roles, and clarity for community stakeholders about roles and opportunities for influence are currently unclear. New bodies have been created but other bodies have not sunset; there are questions about where decisions are made and where should community partners focus their efforts for engagement.	ECRHA should define and communicate its role and relationships across governance bodies, while demonstrating alignment in decision-making and performance tracking. Clarifying the full governance system is not ECRHA's responsibility alone—it requires coordination among many partners with different roles, with ECRHA contributing clarity through its own defined responsibilities and collaboration with others.
Make data a driver of action	ECRHA's Measure A responsibilities position it to connect metrics performance to policy, funding, and impact. Simultaneously, stakeholders want data to tell a regional story, not just report compliance.	ECRHA should ensure that technical reports and metrics data on Measure A goals are translated into accessible narratives that inform decisions and use the Measure A metrics platform to promote transparency and drive coordinated action.
Leveraging the Regional Plan for Action	The current plan is both designed and perceived as being just an inventory, not a tool for action. It has the potential to guide policy direction, align resources, support accountability, and inform the evaluation agenda. This more action-oriented plan will be central to this work by surfacing opportunities to remove roadblocks, scale effective programs, identify system and cost efficiencies, and drive investments toward the areas of greatest impact.	ECRHA should utilize the plan as a living decision-making support tool that maps progress to Measure A goals, connects to shared system performance reporting, identifies gaps and promotes policy change. Further discussions are recommended regarding how to best leverage this tool and transform it into an action-oriented plan.

OPERATIONALIZING FEEDBACK

(Per approval and finalization by ECRHA) To translate stakeholder feedback into concrete practice, ECRHA will implement the following operational steps:

- **Institutionalize policy conversations in the agenda cadence.** ECRHA will consistently dedicate meeting time to reviewing data from the Measure A Goal Metric Dashboard, the Responsive Regional Program Inventory, Standards of Care, and other performance analyses. Each year, ECRHA will select key policy questions where directional guidance is needed across the region in order to reduce homelessness. These conversations may include presentations and advice from partners and should culminate in actionable recommendations that can be promoted across jurisdictions to deliver results. Over time, ECRHA may also develop models for how to advance and communicate these shared policy directions. For example, once County spending decisions are made ECRHA members can play a key role working within their jurisdictions and regions to encourage spending decisions that will maximize the use of limited resources, play into that jurisdiction's strengths and role, and ultimately help achieve regional goals.
- **Broaden jurisdiction engagement.** ECRHA will create opportunities for and encourage jurisdictional partners to participate in and stay informed about its work. This will include leveraging representatives on ECRHA and regional partners, conducting direct presentations, and providing regular reporting as requested to jurisdictional partners. This engagement should also include opportunities for jurisdictions to share about their successes and needs, and dialogue with regional partners regarding any information, support, and resource gaps.
- **Increase visibility and transparency.** To strengthen shared accountability across all entities and public trust regarding the utilization of funds, ECRHA will expand visibility into Measure A implementation and other regional initiatives. This will include cross-sharing ECRHA updates in Los Angeles County homeless deputies' meetings and working with county staff and partners to maintain a transparent digital presence that highlights Measure A deliverables, results, and ECRHA's role.
- **Develop and maintain a transparent digital presence.** Working with Los Angeles County staff and partners, ECRHA will promote development of a clear public-facing platform that communicates Measure A deliverables, results, and ECRHA's role in these efforts.
- **Serve as a connection across partners.** ECRHA will continue to serve as a regional bridge, ensuring that cross-cutting funding and policy conversations across county, city, and other regional entities are connected and aligned with systemwide goals.

SECTION 7. Conclusion: Aligning the Region for the Road Ahead

Building on the momentum of recent progress, ECRHA enters this next phase with both urgency and resolve. Established by the Board of Supervisors in 2023 and entrusted with expanded responsibilities under Measure A, ECRHA's role is to unify the region behind a single plan, align resources, oversee performance, and make recommendations that drive accountability and results. Within the broader governance framework alongside the LTHRA and the Board of Supervisors, ECRHA provides a venue where regional policy questions can be elevated, data can be translated into direction, and jurisdictions can work toward shared solutions. Partners have been clear that the region needs ECRHA to promote candid policy conversations, deepen jurisdictional engagement, clarify governance roles, and ensure that metrics and the Regional Program Inventory are used as tools for action to develop one Collaborative Action Plan. With ongoing state and federal shifts, ECRHA's charge is to anticipate and adapt to these dynamics while keeping focus on its central mandate: supporting alignment of Los Angeles County and its 88 cities and unincorporated areas toward measurable and coordinated reductions in homelessness.