Los Angeles County Leadership Table for Regional Homeless Alignment

Coordination Agenda

June 2026

Coordination Agenda

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A Message From the Co-Chairs

Although the number of people experiencing homelessness in Los Angeles County has held steady in recent years, the 2025 point-in-time count still recorded more than 72,000 people without a home—an unconscionable number. According to polling that has been shared with the Leadership Table, homelessness remains the top priority for LA voters, most of whom doubt our region's ability to address the crisis.

Those same voters passed Measure A, which identified north star goals and doubled local revenue to address both homelessness and the shortage of affordable housing. However, the expiration of certain grants and other shortfalls at all levels of government have forced a scaling back of local efforts, threatening our ability to achieve those Measure A goals. Continued uncertainty surrounding the extent of federal support for existing housing and homelessness response programs has generated deep concerns over the immediate impact on people experiencing homelessness and our frontline service providers. Now is the time for more collaboration and coordination to address these challenges.

It is for moments like this that the Leadership Table exists. Established pursuant to Measure A and related Board action, the Leadership Table is charged with identifying, elevating, and advancing cross-sector priorities to improve system performance. While we respond to direction from our region's decisionmakers, we are also empowered to proactively surface priorities based on the collective perspectives of community stakeholders, public agencies, and private sector partners.

Over the last several months, we have consulted Leadership Table members, outside experts, and the public to develop this Coordination Agenda. We took stock of existing resources, indexed the most pressing obstacles, identified opportunities, and created a set of recommended actions to effect system-level improvements. Given the scale and complexity of the crisis, and the limited time and capacity available to any one body, we have focused this Agenda on a targeted set of priorities where the Leadership Table believes meaningful, near-term progress can be made to advance Measure A goals over the next 12 months.

As with all Leadership Table activities, our role is to advise the Executive Committee for Regional Homeless Alignment (ECRHA) and the LA County Affordable Housing Solutions Agency (LACAHSA). Our objective with this Agenda is to share vetted, practical recommendations and surface gaps and barriers through ongoing performance monitoring, allowing ECRHA to focus on regional policy alignment, resourcing, and longer-term implementation. This Agenda serves as just one of many necessary mechanisms to continue making progress toward our regional goals, recognizing the ongoing resource limitations that continue to constrain LA's homelessness response.

We hope our region's decisionmakers—namely the Board of Supervisors, city leaders, ECRHA, and LACAHSA—make good use of our efforts. Ultimately, it is up to them to determine whether these actions make sense within their own coordinated strategies to make progress on our regional goals.

Sarah Dusseault
Miguel Santana
Co-Chairs, the Leadership Table for Regional Homeless Alignment

Background

About the Leadership Table

As a key advisory partner in the region's homelessness response governance structure, the Leadership Table for Regional Homeless Alignment (Leadership Table) helps influence strategic decisions aimed at solving homelessness in Los Angeles and facilitates community education and feedback on progress toward regional Measure A goals and equity targets.

Identifying a Need For the Leadership Table

Seeds were originally planted by the Blue Ribbon Commission on Homelessness (BRCH) in 2022, which noted that: "Our system lacks a forum for convening decision-makers and thought leaders from across the region to discuss goal setting, policy, funding, fundraising, philanthropic initiatives, operations, data, equity, and the 'fair share' of resources."

The BRCH report supported the creation of an advisory body "intended to drive reforms requiring urgency, discuss issues of common interest, facilitate data development and sharing."

The Leadership Table began to take shape, with support from the table's first co-chairs and their foundations—Peter Laugharn, president and CEO of the Conrad N. Hilton Foundation, and Miguel Santana, president and CEO of the California Community Foundation. They worked with local agency leaders and other partners to develop the Table's identity and purpose.

Board Motion

On August 8, 2023, the LA County Board of Supervisors passed a motion designating the Leadership Table as an official "advisory body supporting the work" of ECRHA. The Motion explained the intent was for the Leadership Table to:

- "Help unite the region around one plan and one effort"
- "Lead on public education" about homelessness
- "[H]old the system accountable to a common set of performance indicators"
- Work with ECRHA "to identify the most effective strategies, scale solutions, align private and public funding, and communicate the vision"

Measure A

Measure A, which voters approved on November 5, 2024, expanded and clarified the Leadership Table's role as follows.

Provide input to ECHRA on:

- Baseline and target metrics
- Best practices for standardization of care (BPSC)
- Recommendations concerning the expenditure of funds allocated to the County and the LA

County Development Authority (LACDA)

Provide input to LACAHSA on:

- Baseline and target metrics by no later than April 1, 2025

Work to Date

The Leadership Table's primary focus in 2025 was to develop a set of targets and metrics tied to the regional goals specified by Measure A. It's one thing to say we're going to reduce homelessness, another to determine by how much, the mechanism used to measure progress, and the baseline number from which we are beginning.

This painstaking effort was informed not only by the cross-sector members of the Leadership Table, but also their sector constituents and outside experts. The Table's recommendations were approved by ECRHA and the Board of Supervisors, who also approved the Leadership Table and ECRHA's recommendation to append equity targets to all of the Measure A goals, reinforcing a commitment to ensuring that progress is measured not only in aggregate outcomes, but in how those outcomes are experienced across communities.

In addition to the metrics recommendations, the Leadership Table made recommendations about LA County's Measure A expenditure plan after soliciting public feedback. Consistent with the Leadership Table's mandate, this work was informed by public engagement and was intended to both incorporate public input and help shape a more transparent and informed public dialogue around resource allocation.

Acknowledgments

We would like to extend our gratitude to the organizations and people who contributed to the development of the Coordination Agenda. In addition to Leadership Table members who freely gave their time, we have to recognize the individuals and organizations from outside the Table who lent their expertise and insights to our subcommittees and working groups. We are also grateful to our support staff, beginning with the law firm of Manatt, Phelps & Phillips, who have helped facilitate the development of this Agenda and seen it through to a high standard, leveraging strategic support from the Corporation for Supportive Housing and communications support from Voxpop.

I. Leadership Table Member Organizations

- Blue Ribbon Commission on Homelessness Liaison
- Brilliant Corners
- California Community Foundation
- California Policy Lab at UCLA
- City of Glendale
- City of Long Beach
- City of Pasadena
- Conrad N. Hilton Foundation
- Department of Veterans Affairs (VA), VA of Greater Los Angeles
- Executive Director, Anti-Racism, Diversity and Inclusion Initiative (ARDI)
- Faith Collaborative to End Homelessness
- Hospital Association of Southern California
- Housing Authority of the City of Los Angeles (HACLA)
- Housing Works
- Inglewood Housing Authority
- LA Area Chamber of Commerce
- LA Business Council
- LA City: Los Angeles Housing Department (LAHD)
- LA City: Los Angeles Police Department (LAPD)
- LA City: Mayor's Office Deputy Mayor of Housing
- LA County: Development Authority (LACDA)
- LA County: Affordable Housing Solutions Agency (LACAHSA)
- LA County: CEO-Homeless Initiative (CEO/HI)
- LA County: Department of Children and Family Services (DCFS)
- LA County: Department of Health Services (DHS)
- LA County: Department of Homeless Services and Housing (HSH)
- LA County: Department of Mental Health (DMH)
- LA County: Department of Military and Veteran Affairs
- LA County: Department of Public Health (DPH)
- LA County: Department of Public Social Services (DPSS)
- LA County: Office of Education
- LA County: Sheriff
- LA Emissary
- LA Emissary/Homeless Youth Forum of LA
- LA Family Housing
- LA Homeless Services Authority (LAHSA)
- LA Metro
- LA Unified School District
- Little Tokyo Service Center
- SEIU Local 721
- Valley Oasis
- Veteran Social Services, Inc.

II. System Improvement and Accountability (SIA) Subcommittee Organizations

- City of Santa Monica
- New Economics for Women

III. Equity Subcommittee Organizations

- Catalyst California
- University of California, Los Angeles (UCLA)

V. Additional Stakeholder Experts

- Brian Levy (UCLA)
- Yan Tan (USC)
- Mike Shore (HOM, Inc.)
- Leslie Wise (Field Impact Partners)
- *Various Supervisorial offices were also consulted in the development of this Agenda.*

Finally, we want to thank the members of the public who contributed their feedback to the development of this Agenda. Despite every opportunity for skepticism, Angelinos remain deeply invested in real solutions, and the Leadership Table is committed to lifting up their voices.

Approach

In line with the Leadership Table's charge and the Board of Supervisors' motion urging it to identify the most effective strategies, co-chairs decided on the key priority for 2026: Develop an action-oriented agenda consisting of specific systems-level recommendations to advance Measure A goals over the next 12 months.

The approach took advantage of Leadership Table members' cross-jurisdictional expertise and "bottom-up" vantage point, surfacing practical coordination fixes to observed system constraints. At the top of the list: achievable actions to advance progress towards Measure A Goals, which could call for changes in policy alignment.

Accordingly, the draft Coordination Agenda proposed in this document seeks to:

1. Advance strategies that improve system-wide efficiency and coordination among key housing and homelessness response stakeholders.
2. Provide vetted, practical recommendations to ECHRA and LACAHSA, identifying gaps and barriers, and allowing ECRHA to focus on regional policy alignment, resourcing, and longer-term implementation.

Each Coordination Agenda action adheres to the following guiding principles:

Systems-Level	To achieve Measure A goals, individual *programs* must function as part of coordinated *systems*. The following Action Steps focus on the ***systems*** level as the unit of change.
SMART	Actions are specific steps or deliverables that are **Specific, Measurable, Achievable, Relevant, and Timebound (SMART).** Actions are *not* programs or services, or the mere operation or implementation of them.
One-Year Timeframe	Actions are those that can be accomplished by identified owners during a **12-month period.**

Five Step Approach

Our approach to crafting the Coordination Agenda followed five key steps:

Step 1: Review Existing Resources

- Recap the Conditions for Success identified by LTRHA in March 2025 as required to make progress towards Measure A Goals
- Review ECRHA's Regional Responsive Program Inventory of current activities, programs, and funding sources contributing to Measure A Goals

Step 2: Identify Challenges

- Assess current gaps in the region's inventory of activities, programs, and funding sources
- Identify challenges and inefficiencies in the housing and homelessness response system that prevent programs and stakeholders from achieving Measure A Goals

Step 3: Identify Opportunities

- Identify tangible systems-level opportunities that would help overcome barriers to achieving Measure A Goals

Step 4: Develop Coordination Agenda Actions

- Develop 12-month, concrete, and systems-level actions that key stakeholders in the housing and homelessness response system could own; objective to identify no more than 1 – 2 actions per goal, with involved parties identified

Step 5: Monitor Implementation

- Conduct ongoing progress monitoring of Coordination Agenda actions in implementation on a quarterly basis and elevate macro challenges, opportunities, and recommendations based on that progress

Coordination with ECRHA and LACAHSA

LTRHA's Coordination Agenda is intended to support the work of ECHRA and LACAHSA and supplement their efforts. Examples of this collaboration include:

- ECHRA and LTRHA staff and co-chairs meet regularly to align on priorities and support work products
- ECRHA provides directives to LTRHA, LTRHA incorporates these directives in the Coordination Agenda
- The Coordination Agenda was designed in partnership with LACAHSA, specifically for Measure A Goals 4 (prevention) and 5 (affordable housing production)
- LTRHA recommendations that uncover larger, systemic barriers that cannot be addressed within one year will be elevated to ECRHA for potential inclusion in the Collaborative Action Plan

Methodology

The Coordination Agenda actions proposed in this document were identified through a multi-pronged engagement strategy with LTRHA members, the SIA Subcommittee, Equity Subcommittee, SCSF Subcommittee, members of the public, and ECRHA. The process moved from ideation through a cycle of refinement, feedback, and further refinement.

Member Engagement

February 4-5 Brainstorming Sessions

Over the course of two days, 20 members and delegates of LTRHA convened for two in-person working sessions to discuss Measure A goals in depth.[1] Through structured small-group breakout sessions, participants assessed current progress and systems-level challenges related to achieving Measure A goals and identified priority opportunities to address these barriers (see Appendix). These discussions were preliminary by nature, serving as the first forum to inform the development of this document's draft actions.

System Improvement & Accountability (SIA) Subcommittee

In keeping with its role to develop timely and specific recommendations on best practices, equitable implementation strategies, and future funding expenditures, the SIA Subcommittee provided targeted feedback informing the development of these draft Action Steps during two meetings:

- **February 9, 2026:** Input on preliminary challenges and opportunities to advance progress towards Measure A goals identified by February 4-5 Brainstorming Session participants; this feedback helped refine and identify additional challenges and opportunities to inform the development of concrete Action Steps.
- **March 9, 2026:** Input on the draft Action Steps proposed in this document; this feedback helped build out and refine each draft Action Step with key considerations for feasibility, timeline, and proposed Action Step owners.

LTRHA Member and Subcommittee Member Survey

A survey was conducted to ensure the full Leadership Table and constituent subcommittee members had an opportunity to shape the Agenda (See Appendix for full list of draft actions included on the survey).

- **May 13, 2026 to May 20, 2026:** All LTRHA members, delegates, and subcommittee members asked to provide narrative feedback and prioritize actions.

SIA & Equity Subcommittees

Following completion of the member survey, members of the SIA and Equity Subcommittee were convened to review the results and further refine the Agenda.

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[1] **Note:** All LTRHA members were invited to participate in the February 4-5 Brainstorming Sessions on January 21, 2026.

- **May 28, 2026:** Subcommittee members asked to review survey results, elevate the actions determined to be high-priority, and refine a short-list of final actions for Agenda.

Additional Targeted Outreach to Select LTRHA Members

To ensure a collaborative process and benefit from the expertise of all LTRHA members, targeted discussions were held with select members and identified involved parties per action throughout the process of identifying and refining the draft actions.

Public Engagement

Engaging with key sectors of the public in order to shape its recommendations is a core function of the Leadership Table. To supplement the regular efforts of individual Leadership Table sector representatives, the Strategic Communications and System Feedback Subcommittee (SCSF) held a public forum to present draft actions and gather feedback. (See Appendix for a list of the draft items that were shared).

- **June 4, 2026:** Community members receive briefing on current Agenda and Action Steps and asked to provide feedback on prioritization, share insights on potential challenges and opportunities, and ask questions of the LT members in attendance.

ECRHA Engagement

ECRHA is a strong partner that has shaped this Coordination Agenda by giving specific instructions to the Leadership Table.

At its **April 10, 2026** meeting, ECRHA directed the Leadership Table to:

1. Support to help do outreach regarding the RRP inventory to fill gaps.
2. Solicit information from non-publicly funded outreach teams and connect them to LA-HOP.
3. Explore philanthropic opportunities to fund shelter and housing for families and older adults, and to leverage a broader range of partners to address system needs.
4. Help gather input on privately funded resources that could be included in known resources for outreach teams.

The Leadership Table has incorporated the above directives into the Coordination Agenda.

Coordination Agenda Actions

Aligned with our methodology and input from ECRHA, the following actions emerged as highest-priority for the Leadership Table to pursue over the next year and are centered on improving system-level processes that have the greatest potential for impact in service of our five-year Measure A goals.

Goal	Action	Timeline
Goal 1: Increase Movement from Encampments to Permanent Housing to Reduce Unsheltered Homelessness	Encampment resolution resource mobilization strategy	Q2 2027
Goal 2: Reduce People with SMI/SUD Experiencing Homelessness	DMH provider network assessment and expansion	Q4 2026
Goal 3: Increase People Permanently Leaving Homelessness	Rental subsidy administering agencies alignment	Q1 2027
Goal 4: Prevent People from Falling into Homelessness	PSH rental assistance reserve fund	Q2 2027
Goal 5: Increase Number of Affordable Housing Units	Stabilization and preservation strategic plan	Q2 2027
Cross-Cutting Goal	Public commitment from key agencies to adopt, and subsequent adoption of, HMIS	Q3 2026 / Q2 2027
ECRHA Directives	Outreach regarding RRP inventory to fill gaps	Q4 2026
	Information solicitation from outreach teams	Q3 2026
	Explore philanthropic funding opportunities to fund shelter and housing	Q1 2027
	Gather input on privately funded resources for outreach teams	Q3 2026

Goal 1:
Increase Movement from Encampments to Permanent Housing to Reduce Unsheltered Homelessness

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Encampment resolution resource mobilization strategy

Background

- **Challenge:** While Los Angeles County, City of LA, and many other local jurisdictions have made significant investments in coordinated and transparent encampment resolution efforts, such as the use of consistent protocols within programs such as Inside Safe, Pathway Home, and County-led operations, variation persists in how these approaches are adopted, adapted, and scaled across the region's diverse jurisdictions.
- **Opportunity:** Through improved resource allocation and coordination with local jurisdictions, scale evidence-based encampment resolution models across the region (e.g., Pathway Home and Inside Safe) to improve consistency and outcomes in encampment resolution across the region. This will build on existing efforts from the City of L.A. and L.A. County's Emergency Centralized Response Center (ECRC).

Coordination Agenda Action

ECRHA to convene the City of L.A., L.A. County, and other municipal partners to develop and implement a coordinated, region-wide strategy for encampment resolution deployment that reflects current fiscal constraints, builds on the role of the Emergency Centralized Response Center (ECRC), existing guidance (including the Los Angeles County Encampment Resolution Guidance) and large-scale efforts. The joint strategy should include (1) coordinated outreach and operations with ECRC and City of L.A., (2) strategic use and expansion of interim housing, and (3) a shared framework for prioritizing and selecting encampments to resolve.

Responsible Party(s)

- ECRHA

Timeline

- By Q2 2027

Additional Related Comments

In scaling these programs and processes, interested parties should focus on implementing culturally-informed best practices to account for the unique needs of each specific population served. Local jurisdictions may also learn from LA County's Encampment Resolution Guidance for Local Jurisdictions, released in October 2024.

Goal 2:
Reduce the Number of People with Mental Illness and/or Substance Use Disorders who Experience Homelessness

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DMH provider network assessment and expansion

Background

- **Challenge:** Many providers of housing for people with SMI/SUD who are transitioning from homelessness are not currently part of DMH's provider network and therefore are ineligible to provide and receive payment for a range of specialty mental health services.
- **Opportunity:** Expand DMH's provider network to allow for greater utilization of specialty mental health services, including those covered by Medi-Cal administered by DMH to scale supportive services for individuals with behavioral health needs at risk of or experiencing homelessness, including individuals exiting institutional settings.

Coordination Agenda Action

DMH to initiate steps to expand its provider network to include organizations that currently provide homelessness and housing services, including but not limited to assessing provider network gaps and conducting outreach and education.

Responsible Party(s)

- DMH

Timeline

- By Q4 2026

Goal 3:
Increase the Number of People Permanently Leaving Homelessness

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Rental subsidy administering agencies alignment

Background

- **Challenge:** Homelessness services and rental subsidy programs are siloed in disparate data systems based on funding stream, resulting in minimal line-of-sight and coordination and duplication of referrals between provider and housing agencies for unsheltered populations. Additionally, the region lacks a centralized system for landlords and subsidy administration, resulting in "landlord pockets" of landlords only working in specific funding streams (e.g., Flex Pool via Brilliant Corners). Different agencies have their own domains of landlords, which also causes delays in lease-ups.
- **Opportunity:** Achieve greater efficiency through information sharing and landlord centralization agreements among agencies administering rental assistance; including requirements for (1) information sharing on rental subsidy recipients to streamline transitions between subsidy programs and (2) coordinated, centralized landlord engagement. Longer-term, achieve common fiscal management of rental subsidies in one platform and/or scale technology to improve interoperability to connect fiscal management data to HMIS and other housing authority systems.

Coordination Agenda Action

HSH, HACLA, LACDA, City of L.A., and other PHAs and agencies that administer rental subsidies formalize coordination practices, to be operationalized by their providers, that improve system navigation, reduce administrative barriers, maximize utilization of existing subsidies, and promote more seamless transitions between rental subsidy sources for individuals receiving these services. This may include entering into a memorandum of understanding (MOU) that features key components for coordination (e.g., rent payment standards, eligibility and income verification and documentation, housing inspections, rent reasonableness, and utility allowances).

Responsible Party(s)

- HSH
- HACLA
- LACDA
- City of L.A.

Timeline

- By Q1 2027

Goal 4:
Prevent People from Falling into Homelessness

PSH rental assistance reserve fund

Background

- Challenge: The status of CoC grant funding for permanent supportive housing (PSH) continues to face uncertainty given recent policy actions from HUD and ongoing litigation.
- Opportunity: Establishing a reserve account that holds about $60 - $130 million, like those run by public housing authorities for other federal rental assistance programs, would provide a one-time, recoverable, and interest-bearing investment for philanthropic partners and prevent homelessness among individuals currently housed due to threats of federal CoC PSH cuts.

Coordination Agenda Action

CoC lead agencies across the region collaborate with philanthropy, the business community, corporate and individual donors, and other private entities to create an interest-bearing reserve fund or other financing tool that could cover up to 12 months of rental assistance costs for CoC-funded PSH to ensure tenants retain housing in light of uncertainty at the federal level.

Responsible Party(s)

- CoC Lead Agencies

Timeline

- By Q2 2027

Goal 5:
Increase the Number of Affordable Housing Units

Stabilization and preservation strategic plan

Background

- **Challenge:** Funding and resource constraints erode the capacity to preserve affordable housing units and rental subsidies for low-income residents, and the pace of affordable housing production using traditional public sector financing approaches will be insufficient to achieve regional needs. Additionally, there are currently roughly 40,000 entitled units in California (9,553 in Los Angeles and Ventura Counties) that are unable to be occupied because affordable housing properties are stuck in the development pipeline without sufficient access to capital to complete these projects; some of which have not begun building. While these projects have cleared zoning, environmental reviews, and public feedback, they lack final state subsidies to begin construction.
- **Opportunity:** Develop a stabilization and preservation strategy for affordable housing units and rental subsidies to maintain private market affordability.

Coordination Agenda Action

LAHD, LACDA, and LACAHSA, with support from the SIA Subcommittee, develop a strategic plan for affordable housing stabilization and preservation, focused on maintaining units with affordability covenants and ensuring existing affordable housing buildings are upkept and rehabilitated.

Responsible Party(s)

- SIA Subcommittee

Timeline

- By Q2 2027

Cross-Cutting:
Advances Multiple Measure A Goals

Public commitment from key agencies to adopt, and subsequent adoption of HMIS

Background

- **Challenge:** Homelessness services and rental subsidy programs are siloed in disparate data systems based on funding stream, resulting in minimal line-of-sight and coordination and duplication of referrals between provider and housing agencies for unsheltered populations. Interim processes have been designed to increase the quality of the integration between HMIS and CHAMP and establish a clear assignment of direct data entry for any given program type to one system or the other. However, there is widespread support for pushing the system towards the singular use of HMIS.
- **Opportunity:** Advance data sharing, system linkages, and/or a single data platform region-wide (e.g., via HMIS) for care navigators to (1) streamline identification and referrals of eligible individuals to the inventory of available subsidies/services across the region and (2) improve visibility into outcomes for encampment-to-housing efforts. A system should have capacity for Medi-Cal billing AND meet federal/state requirements.

Coordination Agenda Action

HSH, LAHSA, City of L.A., other municipal partners, and other funders make a public commitment to adopt, and subsequently adopt, HMIS as the single data reporting system to reduce the administrative burden of duplicative data systems and enhance data sharing throughout the region.

Responsible Party(s)

- HSH
- LAHSA
- City of L.A.

Timeline

- Public Commitment by Q3 2026
- HMIS Adoption by Q2 2027

ECRHA Directives

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1. SCSF Subcommittee to support ECRHA to help do outreach regarding the RRP inventory to fill gaps

Responsible Party(s)

- SCSF Subcommittee

Timeline

- By Q4 2026

2. SCSF Subcommittee to solicit information from non-publicly funded outreach teams and connect them to LA-HOP

Responsible Party(s)

- SCSF Subcommittee

Timeline

- By Q3 2026

3. SIA Subcommittee, or delegated workgroup, to explore philanthropic opportunities to fund shelter and housing for families and older adults, and to leverage a broader range of partners to address system needs

Responsible Party(s)

- SIA Subcommittee or delegated workgroup

Timeline

- By Q1 2027

4. SIA Subcommittee, or delegated workgroup, to help gather input on privately funded resources that could be included in known resources for outreach teams

Responsible Party(s)

- SIA Subcommittee or delegated workgroup

Timeline

- By Q3 2026

Progress Monitoring Plan for July 1, 2026 – June 30, 2027

Overview

Each quarter following adoption, LTRHA (led by the SIA Subcommittee) will evaluate the progress of the Coordination Agenda. Progress monitoring activities include:

- **Written and verbal report-outs** at each LTRHA Quarterly Meeting from involved party(s) on key implementation steps for each action towards its identified timeline
- **Identification and escalation of barriers** to action implementation and proposed remedial actions to the SIA Subcommittee, LTRHA, and ECRHA *(as needed)*
- Identification of **revisions or amendments to actions** to course-correct for the evolving housing and homelessness response landscape, including changing needs or priority activities *(as needed)*

LTRHA will continue to address three key questions in evaluating implementation of the Coordination Agenda via quarterly progress monitoring:

1. What is being done on a macro level to meet the Measure A goals?
2. What is being done to satisfy the actions identified in the Coordination Agenda?
3. What input needs to be provided to ECRHA (and/or LACAHSA) to better achieve those goals and actions?

Approach to Facilitating Interim Updates

To support the progress monitoring activities described above, LTRHA support staff will facilitate interim progress updates on Coordination Agenda actions, designed to provide deeper, action-specific insights into implementation progress throughout the year. These updates will go beyond high-level reporting to provide detailed information on implementation progress, key milestones achieved, outstanding challenges, and any adjustments needed to remain on track.

Beginning at the September 2026 LTRHA Quarterly Meeting and at each meeting thereafter, select actions will be featured for focused, deep-dive updates led by involved parties.This process will be coordinated and facilitated by LTRHA support staff, who will work with involved parties in advance to prepare update materials and ensure alignment between reported progress and the timelines, goals, and intended outcomes as outlined in the Coordination Agenda.

The schedule of interim updates will be determined based on the projected timeline and sequencing of each action, as well as key implementation milestones or decision points relevant to the actions. A schedule of interim progress updates is outlined below.

- **September 2026 Meeting:**
    - Cross-Cutting Action: Public commitment from key agencies to adopt, and subsequent adoption of HMIS

    - ECRHA Directive: SCSF Subcommittee to solicit information from non-publicly funded outreach teams and connect them to LA-HOP.
    - ECRHA Directive: SIA Subcommittee, or delegated workgroup, to help gather input on privately funded resources that could be included in known resources for outreach teams.
- **December 2026 Meeting:**
    - Goal 2 Action: DMH provider network assessment and expansion
    - ECRHA Directive: SCSF Subcommittee to support ECRHA to help do outreach regarding the RRP inventory to fill gaps.
- **March 2027 Meeting:**
    - Goal 3 Action: Rental subsidy administering agencies alignment
    - ECRHA Directive: SIA Subcommittee, or delegated workgroup, to explore philanthropic opportunities to fund shelter and housing for families and older adults, and to leverage a broader range of partners to address system needs.
- **June 2027 Meeting:**
    - Goal 1 Action: Encampment resolution resource mobilization strategy
    - Goal 4 Action: PSH rental assistance reserve fund
    - Goal 5 Action: Stabilization and preservation strategic plan
    - Cross-Cutting Action: Key agencies to adopt HMIS

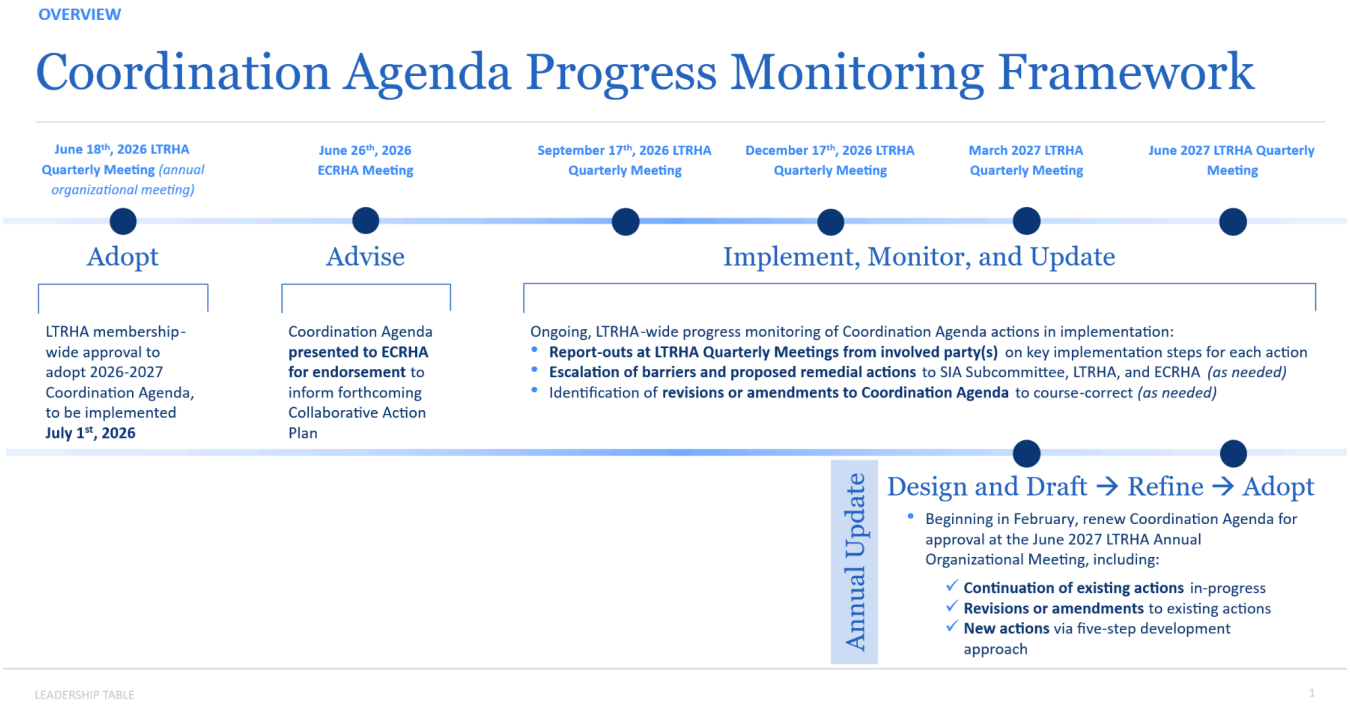
This schedule of interim updates may be amended by vote of LTRHA.

Annual Updates

Starting in February 2027 (and each February thereafter), LTRHA will solicit member-wide feedback to commence an annual update to the Coordination Agenda for approval at the June 2027 Quarterly Meeting.[2] This process will include:

- **Continuation of existing actions** in-progress but behind schedule in implementation or requiring additional time to complete
- **Revisions or amendments to existing actions** requiring course correction
- **Identification of new actions** to begin tracking progress towards between 2027-2028, leveraging the Coordination Agenda's five-step development approach

The following workflow provides an overview of the quarterly progress monitoring framework. Future iterations of the Coordination Agenda will adhere to this framework unless amended by vote of the Leadership Table:



Special Thank You

The Leadership Table extends a special thanks to all members and organizations involved in the development of this Agenda. We also recognize the contributions of HSH (including Kristen Aster), the Hilton Foundation, CCF, and Voxpop that made this possible.

Appendix

Throughout ideation, Leadership Table members identified a range of challenges, opportunities, and related actions to make progress towards Measure A Goals. While the Leadership Table will not be pursuing all of these actions at this time, we propose that ECRHA consider these opportunities given their potential to drive system-level improvements. The Leadership Table will continue to evaluate the need for all of these opportunities and proposed actions going forward.

Listening Sessions

LTRHA members identified the following challenges and opportunities during two listening sessions hosted in February, 2026.

Goal #	Identified Challenges	Identified Opportunities
Goal 1	A lack of **coordination among encampment resolution efforts and siloed data systems** limit clarity, effectiveness, and efficiency among providers serving unsheltered populations.	**Coordinate and standardize encampment resolution** and strengthen encampment-to-housing outcomes through shared service models, Good Neighbor commitments, and improved data sharing.
Goal 2	**Gaps in the housing continuum** for people experiencing homelessness with substance use disorders (SUD), especially those not yet fully in recovery, necessitates enhanced provider training, capacity, and service integration.	Improve **alignment between housing and treatment providers** across stages of SUD recovery. Additionally, **expand provider networks** to fully leverage Medi-Cal services, such as Enhanced Care Management and Community Supports.
Goal 3	**Structural barriers to permanent exits from homelessness,** including landlord screening practices, subsidy cliffs, weak coordination of veteran housing referrals, and misalignment between employment opportunities and supported employment pathways,	Enforce **nondiscrimination protections**, strengthen connections between **housing and workforce systems**, and leverage major regional employment opportunities to expand **supported employment pathways.**

	hinder housing stability and long-term outcomes.	
Goal 4	Gaps in prevention-driven supportive services, unstable voucher funding, and the absence of a coordinated, **region-wide prevention strategy** result in fragmented, duplicative efforts that undermine effective prevention.	Evaluate gaps in **problem-solving**, propose strategies to **stabilize rental subsidies**, launch coordinated tools like RenterAid to **streamline screening and referrals**, and establish shared, **region-wide definitions** of "prevention."
Goal 5	The pace of affordable housing production using traditional **public sector financing approaches will be insufficient** to achieve regional needs. There are also many **units held up in the development pipeline** due to insufficient capital.	Strengthen **data transparency** on affordable housing production, **advance stabilization and preservation strategies** to protect and expand private market affordable housing, and guarantee commitments to **purchase properties stuck in the development pipeline** to free up existing units.
Macro	Generalized communication barriers, or lack of communication, informational gaps, difficulties with prioritization, and governance confusion.	Developing independent, publicly available **governance and funding system maps** that are continuously updated and used to surface inefficiencies and interdependencies, informing future strategic opportunities and actions.

Draft Actions

Following refinement with subcommittees and members between March and April, the following draft actions were submitted to LTRHA members via survey between 5/13 and 5/20.

Goal #	Draft Action
Goal 1	**Encampment resolution task force**

	City of L.A., L.A. County, and other municipal partners, with input from SIA Subcommittee, develop a joint task force for neutral and coordinated deployment of encampment resolution resources that leverages the County's ECRC, including a prioritization process for which encampments to resolve and how to dedicate outreach, interim housing, and permanent housing programs to those sites.
	Encampment resolution protocol for major sporting events City of L.A. and municipalities, with input from SIA Subcommittee, develop an event-driven encampment resolution protocol for LA28 that triggers early, coordinated outreach and housing placement in areas impacted by major sporting events, building on existing County and City encampment resolution guidance.
	Good Neighbor principles campaign SCSF Subcommittee with VoxPop support, in coordination with ECRHA, design an advocacy campaign to define and advance Good Neighbor principles and influence city pledges.
Goal 2	**Housing and SUD providers cross-training** SAPC, HSH, LAHSA, and other CoCs to design an effort to cross-train housing providers and SUD providers (especially those participating in the R95 Initiative) to maximize housing access and SUD outcomes and improve bidirectional referrals.
	DMH provider network expansion, training and technical assistance DMH expands its provider network and provides training and technical assistance to ensure that more homeless services organizations can bill for ECM and other Medi-Cal supports administered by DMH.
Goal 3	**Regional renter protection improvement plan** L.A. County and City of L.A. develop a joint plan to improve oversight of source of income protections and reintroduce a Fair Chance housing ordinance.
	Veteran PSH referral strategy

	HACLA, LACDA, LAHD, and the VA develop a 90-day action plan for increasing referrals to HUD-VASH and other available PSH units for veterans, considering approaches such as a weekly cross-agency standup meeting to track and troubleshoot referrals, streamlining income eligibility determination processes, and educating VA, PHA, and PSH property management staff on recent federal policy changes related to disability income exclusions.
	Rental subsidy administering agencies MOU alignment HACLA, LACDA, and other PHAs and agencies, including HSH, that administer rental subsidies enter into a memorandum of understanding (MOU) that includes aligning or sharing information on (1) rent payment standards, (2) eligibility and income verification and documentation, (3) housing quality inspections, and (4) landlord contracts for rental assistance (i.e., Housing Assistance Payment contracts) to promote seamless transitions between rental subsidy sources.
	Municipal partner employment opportunity contract set-asides L.A. Chamber of Commerce, L.A. Business Council, City of L.A. Office of Major Events, L.A. County, and other municipal partners develop or encourage contract set-asides such that major event-related contracts prioritize hiring of persons experiencing or formerly experiencing homelessness.
	Public communications strategy for supported employment SCSF Subcommittee, with VoxPop support, implements a public communications strategy to spread awareness of supported employment programs in support of the Olympics.
Goal 4	**Problem Solving reporting requirements** LAHSA creates new performance reporting requirements for Problem Solving initiatives receiving Local Solutions Funds to assess opportunities for improving reach
	PSH rental assistance reserve fund LAHSA and other CoC partners collaborate with philanthropy to create an interest-bearing reserve fund or other financing tool that could cover up to 12

	months of rental assistance costs for CoC-funded PSH to ensure tenants retain housing in light of uncertainty at the federal level.
	RenterAid post-launch impact evaluation LACAHSA commissions an impact evaluation from a third-party entity for quarterly progress monitoring following RenterAid's launch in January 2027.
	Promotion of RenterAid among local jurisdictions SCSF Subcommittee, with VoxPop support, develops and implements a communications strategy to spread awareness of RenterAid among local jurisdictions.
	Prevention map resource SCSF Subcommittee, with VoxPop support, develops and disseminates an educational "prevention map" resource that defines existing prevention service streams region-wide and identifies relevant services and programs for each.
	EHV to Flex Pool subsidy transfer HSH works with HACLA, LACDA, and other PHAs to transfer as many EHVs as feasible to Flex Pool subsidies.
Goal 5	**Leveraging new data analysis tools** LACAHSA, with SIA Subcommittee support, analyzes data in forthcoming NDSC and LACAHSA dashboards to quantify (1) the gap between the supply of affordable and Measure A-funded units -- both in development and completed -- and demand per AMI level and (2) the amount of dollars required to fill this gap per AMI level.
	Qualified Allocation Plan modifications LACAHSA determines how California Tax Credit Allocation Committee (CTCAC) Low-Income Housing Tax Credit (LIHTC) Qualified Allocation Plan (QAP) may be modified to create housing more favorable to preventing and ending homelessness.
	Stabilization and preservation strategy

	LAHD and LACDA develop a stabilization and preservation strategy focused on maintaining units with affordability covenants and ensuring existing affordable housing buildings are upkept and rehabilitated.
	Philanthropic acquisition fund LACAHSA develops an acquisition fund with philanthropic support that would enable 1) acquiring more properties for PSH and low-income housing development and 2) completion of housing developments currently stuck in the development pipeline due to insufficient capital.
Cross-Cutting	**Data reporting improvement recommendations** ECRHA's BPSC Subcommittee inventories existing data and performance reports and recommends how current reporting can be streamlined, aligned, and better leveraged across stakeholders region-wide to support timely decision-making rather than duplicative analysis.
	Goals and metrics refinement SIA and Equity Subcommittees refine and raise previous findings from Data Subcommittee to ECRHA to initiate re-calculation of Measure A Goals and Metrics.
	Data and reporting MOU alignment around HMIS HSH, LAHSA, other municipal partners, and specific service providers enter into a memorandum of understanding (MOU) establishing (1) HMIS data use and reporting requirements for service providers, (2) commitments to build provider capacity to increase HMIS data entry and reporting on unsheltered populations, and (3) HMIS's capacity to meet Medi-Cal billing requirements.

Public Engagement

After further refinement by the SIA and Equity subcommittees, the following draft actions were shared during a public engagement presentation on June 4, 2026.

Goal #	Draft Actions
Goal 1	• Encampment resolution resource mobilization strategy • Encampment resolution protocol for major sporting events
Goal 2	• Housing and SUD providers cross-training • DMH provider network expansion, training and technical assistance
Goal 3	• Rental subsidy administering agencies MOU alignment • Municipal partner employment opportunity contract set-asides
Goal 4	• PSH rental assistance reserve fund • EHV to Flex Pool subsidy transfer
Goal 5	• Stabilization and preservation strategy • Philanthropic acquisition fund
Cross-Cutting	• Data and reporting MOU alignment • Goals and metrics refinement