

Recommendations for Measure A Goals

TO: Los Angeles County Executive Committee for Regional Homeless Alignment
FROM: Los Angeles County Leadership Table for Regional Homeless Alignment, with support from the National Alliance to End Homelessness and Community Solutions
DATE: March 14, 2025
RE: **Final Recommendations for Measure A Goals and Target Metrics**

Executive Summary

This memo provides recommendations developed by the subcommittees of the Leadership Table for Regional Homeless Alignment (LTRHA) and approved by the LTRHA on goals, baselines, and target metrics to guide the regional homeless response, following the mandate of Measure A. This marks the final phase of a three-part process to develop draft metrics for each goal and align around key definitions of homelessness terminology, establish data points to use as the baseline from which to measure progress, and finally, to establish target metrics for the end of 2030 with annual milestones. While the creation of goals was mandated by Measure A, these goals and metrics are not restricted to Measure A-funded efforts and are meant to measure collective efforts of the Los Angeles region, including those funded outside of Measure A.

These subcommittee recommendations, with their attendant recommendations for policy changes and system adjustments, represent a roadmap to reach the goals and corresponding target metrics. Highlights of these target metrics include:

- **Reducing by 30% the number of unsheltered people experiencing homelessness, from a baseline of 52,365 in the 2024 Point-in-Time Count to 36,656 people experiencing unsheltered homelessness by the end of 2030.**
- **Increasing by 57% the number of people placed into permanent housing, from a baseline of 19,127 in FY 23-24 to 30,000 people by the end of 2030.**
- **Decreasing the inflow of newly-homeless individuals by 20%, from a baseline of 66,302 in FY 23-24 to 50,501 by the end of 2030.**

These target metrics, along with the other targets recommended in this report, will require unprecedented alignment between regional partners across Los Angeles County, system changes that shift how existing homeless programs operate, and reforms and innovations

within how Los Angeles addresses the development of affordable housing. In addition, the region must engage in strategic and unified advocacy to state and federal partners to achieve these goals. While there are a number of challenges ahead, the targets in this report and the conditions identified by subcommittees represent a user manual to achieving these goals and making major progress towards ending homelessness in Los Angeles.

Introduction

This memo provides a set of recommendations for the numeric target metrics that correspond to the five high-level goals within the Los Angeles County Affordable Housing, Homeless Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A), including target metrics to measure progress by the end of 2030 with annual milestones.¹ This work is in alignment with the goals and processes established in the text of Measure A,² which was approved by Los Angeles County voters in November 2024.

In addition, this memo lays out the key conditions for success and assumptions that subcommittees are factoring in as necessary to reach the proposed targets. The draft goals and target metrics presented by the subcommittees are ambitious, and these conditions for success and assumptions are major components of ensuring goals are met and may in some cases necessitate changes to existing systems and policies. The creation of goals was mandated by Measure A, but these goals and metrics are not restricted to Measure A-funded efforts and are meant to guide and measure the collective efforts of all homeless programs and funding in the Los Angeles region, whether those efforts are funded by Measure A or another funding source.

Within each goal section, a rationale is provided to how each LTRHA subcommittee arrived at the respective recommendations for target metrics within their goal areas. Furthermore, this memo provides a timeline for finalizing the goals in advance of the April 1, 2025 deadline established by the text of Measure A. Finally, this memo recommends equity subgoals that correspond with each of the five high-level Measure A goals.

¹ The metrics developed here seek to align with the more common fiscal year budgeting and reporting utilized by jurisdictions across the region, running from July 1 through June 30, while the text of Measure A requires evaluation of progress through December 31, 2030. To reconcile this, the subcommittees adjusted metrics annual milestones to reflect fiscal years, starting with FY 25-26 representing Year 1, running through FY 29-30, with an additional six month period of evaluation running from July 1, 2030 to December 2030, in alignment with Measure A. This results in a 5.5 year timeline, with the final year of data being evaluated spanning two fiscal years, with data from the final six months of FY 29-30 and the first six months of FY 30-31, running from January 1, 2030 until December 31, 2030..

² The text of Measure A directs that “The Executive Committee shall evaluate progress toward goals and no later than April 1, 2025, the Executive Committee and Housing Agency shall each formulate baseline and target metrics based on input and recommendations from the Leadership Table; relevant county staff; and stakeholders, including service providers contracted to provide services like those to be funded by the tax imposed by the Ordinance, affordable housing developers, and renter protection organizations.”

Current Point in Process

In order to establish goals, the subcommittees have engaged in a three-phase process over the last several months. These three distinct phases are:

- **Phase 1 (Summer and Fall 2024):** The subcommittees met and established shared definitions of key terms, decided on data sources, created recommended structures of baseline data point(s) for each goal, and crafted placeholder metric(s). This phase concluded with the presentation of recommended metrics (without target numbers) and definitions in October 2024.³
- **Phase 2 (November 2024-January 2025):** The data subcommittee⁴ developed the structure of the annual report, tested data sources, and established baseline data points to serve as the basis for developing target metrics. This phase concluded with the presentation of a baseline data report in January 2025.⁵
- **Phase 3 (January 2025-April 2025):** This phase, currently underway, entails the subcommittees working to establish target numbers within each metric to measure progress on each of the 2030 goals, with accompanying annual milestones. The subcommittees brought forward preliminary recommendations to the ECRHA in mid-February, final recommendations to the LTRHA in early March, with complete recommendations provided in this report.

Phase 1: Subcommittee Formation and Metric Development

In 2024, subcommittees of the LTRHA⁶ were formed, bringing together LTRHA members and additional subject matter experts to begin the process of creating numerical targets for each of the five Measure A goals. Three subcommittees were created: 1) the homelessness response subcommittee, 2) the homelessness prevention subcommittee, and 3) the affordable and supportive housing subcommittee.

The Measure A goals, and their corresponding subcommittees developing metrics and targets for those goals. They are:

1. **Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness**
(Corresponding Subcommittee: Homelessness Response)

³ A midpoint progress report, which details the results of Phase 1, can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/196813.pdf> .

⁴ In October 2024, a memo from the County Chief Executive Officer (CEO) to the Executive Steering Committee for Data and IT Governance (ESC) memorialized the creation of a Data Subcommittee, establish its members, and charge it with providing needed baseline and supporting data to the LTRHA for Measure A Goals 1-4.

⁵ The baseline data report can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/199257.pdf> .

⁶ Subcommittees and their rosters can be found in Appendix A.

2. **Reduce the number of people with mental illness and/or substance use disorders who experience homelessness**
(Corresponding Subcommittee: Homelessness Response)
3. **Increase the number of people permanently leaving homelessness**
(Corresponding Subcommittee: Homelessness Response)
4. **Prevent people from falling into homelessness**
(Corresponding Subcommittee: Homelessness Prevention)
5. **Increase the number of affordable housing units in Los Angeles County**
(Corresponding Subcommittee: Affordable and Supportive Housing)

The first task of the subcommittees was to establish shared definitions of key terms, such as “mental illness” or “homeless prevention,” an essential step to ward off lengthy derailments later in the goal-setting process. The subcommittees also established which data sources would be utilized to measure progress, in recognition that an array of data sources inform a fulsome picture of homelessness, but each of these data sources can tell a slightly different story. Finally, the subcommittee defined at least one target metric for each of the goals, which added specificity for how progress could be measured on each of the goals.

Phase 2: Baseline Data

Following the establishment of defined metrics, the CEO and the Executive Steering Committee for Homelessness Information Technology and Data Governance established a data subcommittee, formalized its membership, and tasked it to support the LTRHA. The data subcommittee began work to ensure that the metrics established by the subcommittees could be feasibly reported on a regular basis. The data subcommittee recommended slight refinements to the measures, based on available data. In addition, the data subcommittee produced baseline numbers to serve as a Year 1 figure against which to measure future year progress. This work was presented to the ECRHA and the LTRHA in late January 2025.

The work of the data subcommittee was centered around Goals 1-4, which required expertise and experience working with administrative data from within the homeless system. Goal 5, however, required a range of other data from the larger housing sector. As such, the affordable and supportive housing subcommittee partnered with the USC Lusk Center for Real Estate to develop its baseline measures.⁷

Phase 3: Goal Setting Process

Armed with shared definitions of key terms, agreements on data sources, defined metrics, and baseline data, the subcommittees embarked on setting defined target metrics for each of the

⁷ The USC Lusk Center’s baseline data presentation from January 31, 2025 meeting of the LTRHA can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/199858.pdf>

goals. A report to the ECRHA in February⁸ provided preliminary target metrics within each of the five Measure A goals, along with the rationale for their targets, and the conditions that must be met in order for the targets to be reached and the goals to be achieved. With feedback from the ECRHA and recognition of a changing funding landscape on both the state and federal levels, the Leadership Table made adjustments to several goals. These were discussed and approved by the full Leadership Table on March 6th.

With this report, the LTRHA is bringing forward final recommendations to the ECRHA. The ECRHA will then recommend goals for adoption by the Los Angeles County Board of Supervisors later in March, in advance of Measure A's April 1 deadline.

Equity

This section of the report summarizes a more extensive report on the recommendations of the equity subcommittee, which is provided as a supplemental memo.

Context

The equity subcommittee of the LTRHA, co-chaired by representatives from the Los Angeles County Chief Executive Office Anti-Racism, Diversity and Inclusion (ARDI) Initiative and the Los Angeles Homeless Services Authority (LAHSA), was tasked with recommending an equity framework and drafting a set of equity metrics to be included in the Measure A Goals the Responsive Regional Homelessness Plan (RHP). In the sections below, the Equity Subcommittee defines equity, highlights the racial and ethnic disparities contributing to homelessness in the County, outlines the equity subcommittee's data findings and equity priorities, and lays out next steps.

Definitions, Values, and Conditions for Success

In order to set metrics, the equity Subcommittee determined how to define equity, and the values and conditions for success necessary to achieve the equity metrics. The subcommittee defined equity as both a process and practice that ensures that one's outcomes in various domains, including health, housing, education, and economic outcomes, are not determined by social and/or physical characteristics. The equity subcommittee proposes adopting equity principles that emphasize fairness and justice, ensuring that all strategies and interventions are designed to address the unique needs of those most affected by systemic inequities. These principles prioritize the participation of communities with lived experience in shaping policies,

⁸ The February report to ECRHA providing preliminary recommendations can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/200392.pdf>

advocate for culturally responsive practices, and commit to dismantling structural barriers through accountable, inclusive, and sustainable approaches to homelessness.

The Equity Subcommittee identified the following overarching conditions for success:

- To reduce homelessness and its disproportionate impact, it is necessary to engage multiple systems beyond Measure A, addressing the root causes and the systemic barriers contributing to housing instability. Holistic prevention is essential to reducing homelessness and reducing disparities
- Improved data collection practices, standardized reporting structures, and incorporating a mixed methods approach to data collection are vital.
- Stakeholders must be fully and authentically engaged, including lived experts and smaller agencies.
- LA County's homeless response system must be balanced and efficient at helping people exit permanent housing fast; inefficiency and imbalance impacts marginalized groups more than others.
- Providers and direct service staff are essential to addressing and reducing homelessness: a well-resourced and well-supported workforce in homeless services is crucial for long-term success. New measures and metrics should be restorative and not punitive to protect.

Data Analysis

Caveats and Considerations: The LTRHA equity subcommittee received disaggregated baseline data for Measure A goals from the data subcommittee of ECRHA on February 21, broken down by race/ethnicity, gender, age, and veteran status. Data showed discrete characteristics (i.e., total population served by race or gender, but not by race and gender); given the short timeframe, the equity subcommittee started with an analysis of race/ethnicity data. The Equity Subcommittee found that Measure A baseline data combines families, transition aged youth, and single adults, which means that raw numbers and percentages count family members as individuals within the dataset. When data are further disaggregated by other demographic variables, and divided by families, single adults, and transition aged youth, there will be a better understanding of population-specific baselines and needs and will enable the LTHRA to set population-specific metrics. Additional analysis and metric refinement will be necessary once we further collect and disaggregate data.

Data Analysis: The equity subcommittee reviewed and analyzed data from two main sources: (1) LAHSA point-in-time count (PIT Count) data and (2) administrative data pulled from County databases. The PIT count data were pulled from the LAHSA website and the administrative data were provided by the data subcommittee in February 2024. The administrative data included several data tables with racially disaggregated baseline data on participants

accessing the homeless services system over five-years (more detail is provided later in this report on the sources of administrative data.

Findings: After reviewing and analyzing these data, the equity subcommittee concluded the following:

- Although Black people are served at rates roughly proportional or higher rates (36% of all service participants in FY 23-24) signifying that the homeless system is serving Black people comparable to their proportion of the homeless count (33%); yet the PIT continues to show roughly the same overrepresentation of Black people experiencing homelessness.
- While Black people make up the largest share of people who exit to permanent housing (42%), they remain housed (i.e., retained) at lower rates (77%) than the overall population in the system (79%) and other racial/ethnic groups, such as Asian (84%) and Hispanic (82%) people who have exited to permanent housing. Like other groups, just 20% of Black people who accessed services exited to permanent housing in FY 23-24, which may relate to the rise of homelessness and continued overrepresentation of Black people in the PIT Count.
- Latinx people are the fastest growing in the PIT population (23,005 in 2020 to 30,948 (43%) in 2024), still below their overall percentage of LA population (48%), and are mostly part of the newly homeless services group (58%)
- Latinx are overall accessing services at lower rates (36%) than their proportion of the homeless population (43%)
- Unsheltered Latinx people are accessing interim housing or permanent housing at a lower rate than their proportion of the homeless population (37% 1b unsheltered to interim housing, 36% 1c to permanent housing) and had among the lowest percentage throughput from unsheltered to permanent housing (only 8%).
- AIAN people are growing in the homeless count (686 in 2020 to 2369 in 2024), though definition has also changed to be more accurate/ inclusive; their share of the homeless population (3%) is roughly proportional to their population in LA County (3%)
- AIAN people are underrepresented in accessing services (2% of accessing services vs. 3% of population), though unsheltered AIAN people are accessing interim housing (2.25%) and permanent housing (2.27%) at slightly lower rates than their proportion of the homeless count (3%).
- Only 73% of AIAN people who enter permanent housing remain in housing within the 2-year period, the lowest percentage amongst groups.

Based on the definitions and values agreed upon, the subcommittee proposed a targeted universalism approach, which asserts that groups experiencing homelessness may require different strategies to improve overall outcomes and to meet universal goals. To put this framework into practice, the LTRHA equity subcommittee asked, “how do we ensure that all

groups meet the universal goals and metrics (set by Measure A and other subcommittees)? How far are different groups from meeting the universal goals and metrics?” The analysis found that the greatest disparities are experienced by particular groups. To meet our universal goals, Measure A implementation must remove or reduce disparities across three areas: population increase (rate of growth), representation in homelessness (rate of homelessness), and differences in access and outcomes in services. These disparities are compounding factors on inequities, meaning when one group experiences higher rate of growth, overrepresentation, and poorer outcomes in the homeless service system, impact is amplified driving an increase in overall homelessness numbers. Thus, looking at all three dimensions to understand disparities and conditions for success for each group is critical.

Equity Subgoals

Given the findings above, in order achieve the universal goals *and* a more equitable system, the Equity Subcommittee has applied the following equity criteria:

- **Equity Criteria A:** Reduce overrepresentation in the homelessness population by 10% by 2030;
- **Equity Criteria B:** Reduce growth in homelessness for critical populations by 2030; and;
- **Equity Criteria C:** Reduce disparities in access, experience, and outcomes by 2030.

With further analysis of the baseline data disaggregated by race/ ethnicity, it became clear that each goal and population has unique differences. However, the equity subcommittee focused on identifying the greatest disparities, and saw that those differences were concentrated for certain groups more than others. It was clear that to meet our universal goals, the subcommittee would need to focus efforts on removing disparities across the three above criteria. Using the equity criteria, the equity subcommittee set equity subgoals recommended for each metric identified by the other LTHRA subcommittees. The equity subcommittee recommended the equity subgoals as additional benchmarks to ensure that impacted groups at the very least meet the universal metrics, and that overall disparities are reduced.

The equity metrics included in the table below, reflects an effort to address the specific disparities identified amongst populations within the goal, contextualize data where disproportionality was identified, mitigate the rapid rate of growth, and set metrics to reduce the disparities. If the homeless services system does not meet the goals for these critical populations, it is less likely to meet the universal goals. The equity subgoals ensure that impacted groups at the very least meet the universal metrics and make progress toward the overall equity criteria.

For Goal 5, the equity subcommittee is offering strategies to be refined into metrics as the work continues to identify baseline equity data for goal 5 and collaborate with LACAHS. The LTRHA

recommends that equity and the above strategies for goal 5 are considered by LACAHS in setting their targets and allocating resources.

Next Steps

The Leadership Table recommends the adoption of the proposed equity metrics and targets, represented in the chart below, which will be followed by additional efforts to develop a robust data collection, reporting and analysis infrastructure to track progress. This will involve standardizing demographic data workflows and integrating equity analyses into program evaluations. The subcommittee also recommends the LTRHA and the ECRHA establish a research agenda to address remaining gaps in understanding and responding to the unique needs of disproportionately represented groups. The equity-focused metrics and strategies outlined will guide future efforts to reduce homelessness while addressing the systemic inequities contributing to the problem. Through targeted universalism, a commitment to cultural humility, and sustained investments in community-driven solutions, we can work toward a more equitable and effective homelessness system in Los Angeles County.

Structure and Conditions for Goal Setting

While the subcommittees are each addressing different parts of the response to homelessness, they are all setting goals under a consistent directive to create ambitious goals; this direction is encouraged even if it necessitates significant changes to the homeless system to reach the target metrics within the goals. A December 11 letter from ECRHA Chair Kathryn Barger to the LTRHA articulates this task and encourages the LTRHA “to be bold and propose ambitious goals that aim towards significant system improvements for demonstrable progress for those who are homeless in Los Angeles County.”

This letter also directs subcommittees to report on the rationale for their goals. As such, each goal contains an explanation for how and why the subcommittee arrived at the draft numerical target. Additionally, for each goal, the subcommittee details the conditions and assumptions for success. Without large increases in funding resources, ambitious goals require changes to existing homeless systems in order to be achieved. In some cases, these conditions and assumptions may necessitate advocacy to external partners at the state and federal levels.

Unified Federal and State Advocacy Strategy

Among the conditions and assumptions for success, a unified advocacy strategy is a critical component of reaching these goals to ensure state and federal resources are secured for the region. These funding streams are in a moment of unprecedented uncertainty. State resources for homelessness are a major component of the local homeless response, but these funds largely consist of one-time funding over the last several years. With California facing likely deficits in future years, these funds are far from secure.

Meanwhile at the federal level, the new Administration and Congress have promised to pursue major spending cuts, as well as policy changes that are likely to function as funding cuts for Los Angeles. In late January, the Administration pursued an unprecedented “pause” across a broad range of federal funding, including homelessness funding. While funding was restored, the possibility of future “pauses” must be considered. Maintaining the status quo of state and federal funding will require major coordinated and continuous advocacy between all the entities in the region and should be considered one of the main conditions of reaching the goals set forth in this report.

January Wildfires

The challenges Los Angeles faces will be magnified by the wildfires that devastated Los Angeles County in January and destroyed at least 12,000 structures. Comparable disasters, such as the Maui wildfires in August 2023, led to an 87% increase in homelessness in the subsequent point-in-time count. The wildfires can create a number of pressures that contribute to rising homelessness: 1) More households that have lost their homes and in the immediate aftermath, seek the assistance of the homeless services system; 2) An influx of households seeking short-term accommodations in the rental market, placing downward pressure on an already-constrained housing market,⁹ and 3) Pressure to utilize scarce public funds for homelessness to support higher-income households that have tragically lost their homes but may not otherwise face the risk of homelessness.

⁹ Hennighausen, H. & James, A. (2024). “Catastrophic fires, human displacement, and real estate prices in California.” *Journal of Housing Economics*, 66: December 2024.

Measure A Goals and Recommended Targets

The table on the following page summarizes the metrics and targets developed by the subcommittees for each of the goals—this table is then followed by an additional table which outlines the proposed equity metrics that align with the Measure A goals.

It is important to note that at the LTRHA meeting in early March the membership voted to amend each goal statement to deepen the region’s collective commitment to equity. To do this, the LTRHA recommends that each goal as stated include, “*with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities*”. This proposal is outlined for each goal in the chart below.

Measure A Goal	2030 Metrics with Numerical Targets
<p>Goal 1:</p> <p>Measure A text: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> • Metric 1a. Decrease by 30% the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030. • Metric 1b. Increase by 80% the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030. • Metric 1c. Increase by 32% the rate of people moving into interim housing from unsheltered settings from a baseline of 34% in FY 23-24 to a target of 45% in 2030.
<p>Goal 2:</p> <p>Measure A: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic and racial</i></p>	<ul style="list-style-type: none"> • Metric 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness from a baseline of 14,056 in FY 23-24 to a target of 11,978 in 2030. • Metric 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness from a baseline of 8,697 in FY 23-24 to a target of 7,827 in 2030.

<p><i>disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> ● Metric 2c: Reduce by 15% the number of people with co-occurring SMI and SUD experiencing homelessness from a baseline of 20,446 in FY 23-24 to a target of 17,379 in 2030.
<p>Goal 3:</p> <p>Measure A: Increase the number of people permanently leaving homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> ● Metric 3a: Increase by 57% the number of service participants who exit homelessness to permanent housing from a baseline of 19,127 in FY 23-24 to a target of 30,000 in 2030. ● Metric 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness from a baseline of 10,501 in FY 23-24 to a target of 21,104 in 2030.
<p>Goal 4:</p> <p>Measure A: Prevent people from falling into homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Prevent people from falling into homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> ● Metric 4a: Reduce the number of people who become newly-homeless by 20% from a baseline of 63,202 in FY 23-24 to a target of 50,561 in 2030
<p>Goal 5:</p> <p>Measure A: Increase the number of affordable housing units in Los Angeles County</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> ● Metric 5a: Increase by 41%-53% the current level of affordable housing production, from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 units in 2030. ● Metric 5b: Increase by the current level of affordable housing units being preserved, to a total of 416 at-risk units preserved annually. ● Metric 5c: Increase the number of housing vouchers by 15,000 and the

	number of project-based vouchers by over 10,000.
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The table below summarizes equity metrics for each of the goals and submetrics:

Measure A Goal and Subcommittee Metrics	Corresponding Equity Metrics
<p>Goal 1:</p> <p>Measure A text: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 1a. Decrease by 30% the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030. ● Metric 1b. Increase by 80% the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030. ● Metric 1c. Increase by 32% the rate of people moving into interim housing from unsheltered settings from a baseline of 34% in FY 23-24 to a target of 45% in 2030. 	<ul style="list-style-type: none"> ● Equity Metric 1a. Decrease the rate of growth of Latinx people experiencing unsheltered homelessness from a baseline of 30% by 10 percentage points to 20% in the service data (and reduce rate of growth in Latinx unsheltered point-in-time (32%) also by 10 percentage points). ● Equity Metric 1a. Decrease unsheltered point-in-time by 10 percentage points for Black, Latinx, and AIAN people. ● Equity Metric 1b. Reduce disparities in access to permanent housing for Black, Latinx, and AIAN people experiencing unsheltered homelessness by 10 percentage points from baselines 11% (Black), 8% (Latinx), 11% (AIAN). ● Equity Metric 1c. Reduce disparities in access to interim housing for AIAN people from unsheltered settings by 10 percentage points from baseline of 42% to 52% and for Latinx people from baseline 34% to 44%.
<p>Goal 2:</p> <p>Measure A: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness</p> <p>Proposed Goal Statement Adjustment:</p>	<ul style="list-style-type: none"> ● Equity Metric 2a: To reduce disparities, decrease the rate of SMI or SUD (49%), SUD (8%), and co-occurring disorders (26%) by 20% for the American Indian/ Alaska Natives.

<p><i>Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness from a baseline of 14,056 in FY 23-24 to a target of 11,978 in 2030. ● Metric 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness from a baseline of 8,697 in FY 23-24 to a target of 7,827 in 2030. ● Metric 2c: Reduce by 15% the number of people with co-occurring SMI and SUD experiencing homelessness from a baseline of 20,446 in FY 23-24 to a target of 17,379 in 2030. 	<ul style="list-style-type: none"> ● Equity Metric 2b: Reduce rate of growth of Latinx people with SUD or SMI (54%) by 10 percentage points, and percentage of Latinx people with co-occurring disorders (17%). ● Equity Metric 2c: To reduce inequities, decrease the rate of co-occurring disorders by 5 percentage points from baseline of 18% to 13% for Black people. ● Equity Metric (applies across a, b, and c): Reduce the share of people who experience homelessness and report having these conditions within the point in time demographic surveys for Black, Latinx and AIAN people.
<p>Goal 3:</p> <p>Measure A: Increase the number of people permanently leaving homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 3a: Increase by 57% the number of service participants who exit homelessness to permanent housing from a baseline of 19,127 in FY 23-24 to a target of 30,000 in 2030. ● Metric 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness from a baseline of 10,501 in FY 23-24 to a target of 21,104 in 2030. 	<ul style="list-style-type: none"> ● Equity Metric 3a: Reduce rate of growth of Latinx people experiencing homelessness by increasing permanent housing exits by at least 57%. ● Equity Metric 3a: Reduce disproportionality of Black and AIAN people experiencing homelessness by increasing permanent housing exits by 65% for each group. ● Equity Metric 3a: Reduce disparities in outcomes by increasing the percentage of Black and AIAN people who are permanently housed and do not return to homelessness by 10 percentage points, from 73% for AIAN and 77% for Black or African American. ● Equity Metric 3b: Reduce disparities in outcomes by increasing by 91% the number of service participants who retain permanent housing, 5- and 10- years after they exit homelessness for Black or

	<p>African American, Hispanic or Latino, and American Indian Alaska Native by 2030.</p>
<p>Goal 4:</p> <p>Measure A: Prevent people from falling into homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Prevent people from falling into homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 4a: Reduce the number of people who become newly-homeless by 20% from a baseline of 63,202 in FY 23-24 to a target of 50,561 in 2030 	<ul style="list-style-type: none"> ● Equity Metric 4a: Decrease disproportionality of newly-homeless Black or African American individuals by 30% from a baseline of 35% by 2030. ● Equity Metric 4a: Decrease the disparity in the rate of growth of newly homeless Black (9%) and Latinx (21%) people by 7 percentage points each. ● Equity Metric 4a: Reduce the overall share of homelessness within in the point-in-time count by 20% for Black or African American, Hispanic or Latino, and American Indian Alaska Native by 2030.
<p>Goal 5:</p> <p>Measure A: Increase the number of affordable housing units in Los Angeles County</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 5a: Increase by 41%-53% the current level of affordable housing production, from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 units in 2030. ● Metric 5b: Increase by the current level of affordable housing units being preserved, to a total of 416 at-risk units preserved annually. ● Metric 5c: Increase the number of housing vouchers by 15,000 and the number of project-based vouchers by over 10,000. 	<ul style="list-style-type: none"> ● Equity Strategies (see equity section for more information on why “strategies” are provided here: ● Increase outreach to people experiencing homelessness earning 30% or below the Area Median Income (AMI) and severely cost burdened renter households in LA County for affordable units. ● Increase retention of Black people in Permanent Supportive Housing by targeting legacy permanent supportive buildings for preservation. ● Reduce disparities in access to high opportunity neighborhoods and increasing investment into under-resourced communities through affordable housing development. ● Increase enforcement of source of income protections to reduce discrimination in the housing market. ● Increase Flexible Housing Subsidy Pool vouchers to increase access for

	<p>undocumented and documented households.</p> <ul style="list-style-type: none"> ● Explore small area Fair Market Rate (FMR) to increase equity in voucher amounts. ● Use master leasing strategy to reduce challenges for people with criminal background or poor credit. ● Conduct outreach to groups with the highest rates of homelessness to access vouchers. ● Reduce disparities in homeownership by using vouchers for homeownership through the Housing Choice Voucher Program.
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Goal 1: Increase the Number of People Moving from Encampments into Permanent Housing to Reduce Unsheltered Homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

As detailed in the October midpoint report, the subcommittee established the following metric:

- **Metric 1a.** Decrease by xx% the number of people experiencing unsheltered homelessness.

- **Metric 1b.** Increase by xx% the number of people moving into permanent housing from unsheltered settings.
- **Metric 1c.** Increase by xx% the rate of people moving into interim housing from unsheltered settings.

This metric is intended to be measured using a combination of point-in-time (PIT) count data, as well as administrative data from the Homeless Management Information System (HMIS), administered by the Los Angeles Homeless Services Authority (LAHSA), as well as the Comprehensive Health Accompaniment and Management Platform (CHAMP), administered by the Department of Health Services.

Baseline Data

To develop goal numbers, the Data Subcommittee established three baseline numbers for this goal:

- Baseline 1a. Number of unsheltered people at a point-in-time, and count of service participants who experienced unsheltered homelessness during the 2023-2024 fiscal year: **52,365 people and 66,918 people, respectively**
- Baseline 1b. The number of unsheltered service participants who exited to permanent housing: **5,937 people**
- Baseline 1c. The number and rate of unsheltered service participants who accessed interim housing: **34% of participants**

Baseline 1a.

Count of Persons Who Experienced Unsheltered Homelessness During the 2023-2024 Fiscal Year

For baseline 1a., the Data Subcommittee established two separate numbers to measure unsheltered homelessness—one through the Point-in-Time (PIT) Count, which counted 52,365 people living unsheltered in Los Angeles County, according to the 2024 Greater Los Angeles Homelessness Count. This number is intended to serve as a baseline for measuring the visibility and presence of unsheltered homelessness at a single point in time. See figure 1 below¹⁰ for PIT Count figures for unsheltered homelessness.

¹⁰ Figures and charts for Goals 1-4 are drawn from the Data Subcommittee's January 24th report to the ECRHA. Figures and charts for Goal 5 are drawn from the USC Lusk Center for Real Estate's January 31st report to the LTRHA.

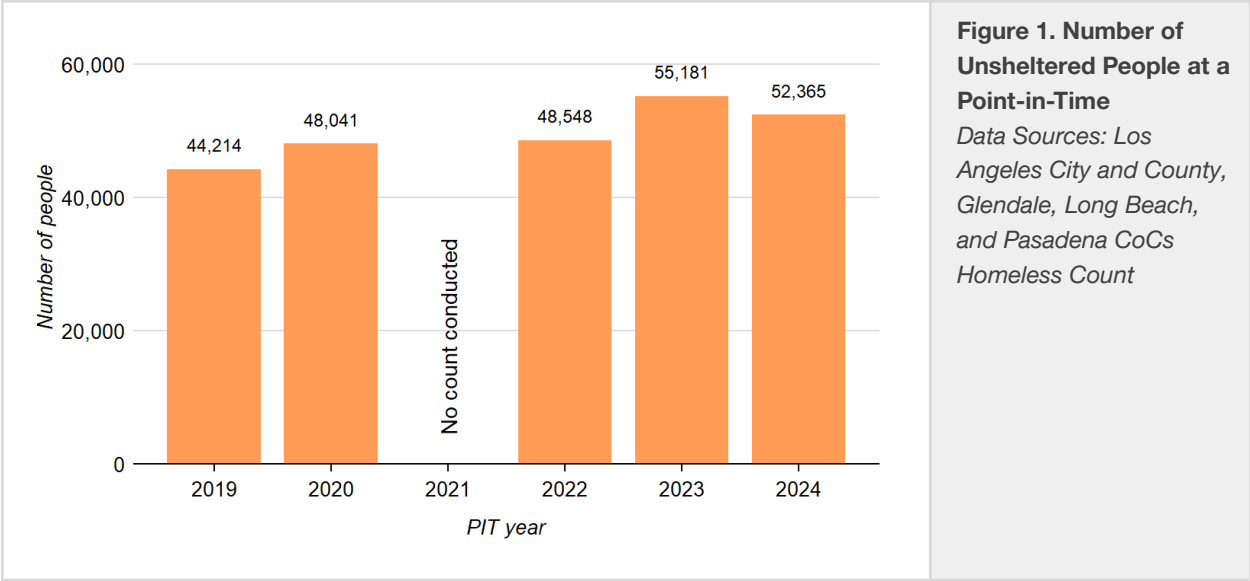


Figure 1. Number of Unsheltered People at a Point-in-Time
Data Sources: Los Angeles City and County, Glendale, Long Beach, and Pasadena CoCs Homeless Count

The data subcommittee also established a separate figure of 66,918 service participants who experienced unsheltered homelessness over the course of FY 23-24. This number does not reflect a single point in time, but rather a dynamic population changing over the course of the year. See below for Figure 2, which shows this number over the last five years; the data subcommittee found this number rose by 5% on average year-over-year. This baseline is rooted in measuring the delivery of services to people experiencing homelessness and serves as a critical connection to Metrics 1b and 1c, which measure how effective Los Angeles’ systems are at serving people who are experiencing unsheltered homelessness over the course of the year.

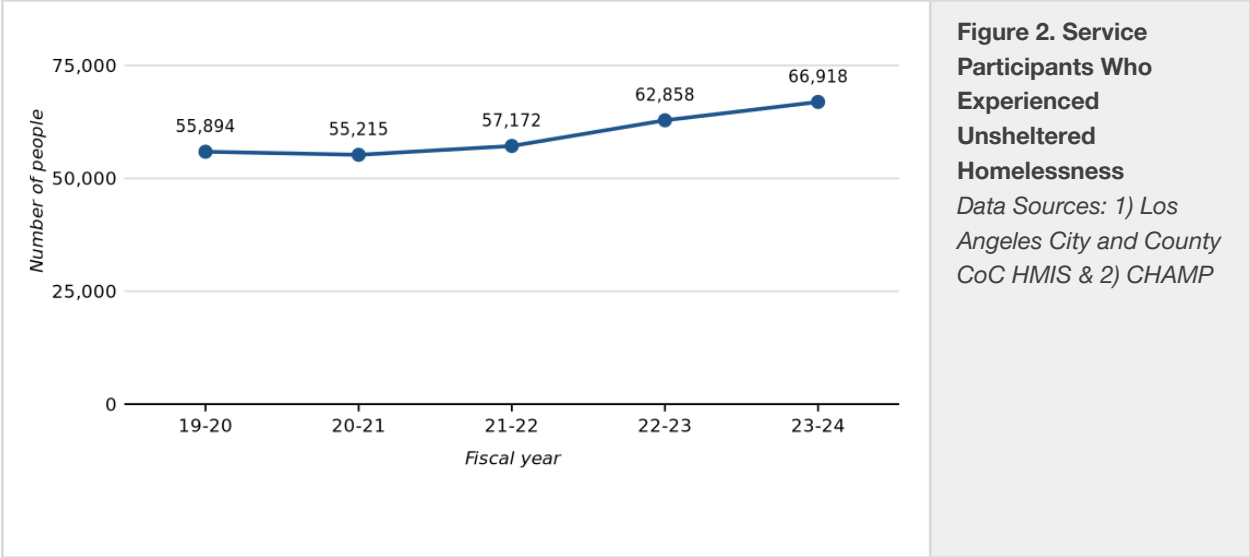


Figure 2. Service Participants Who Experienced Unsheltered Homelessness
Data Sources: 1) Los Angeles City and County CoC HMIS & 2) CHAMP

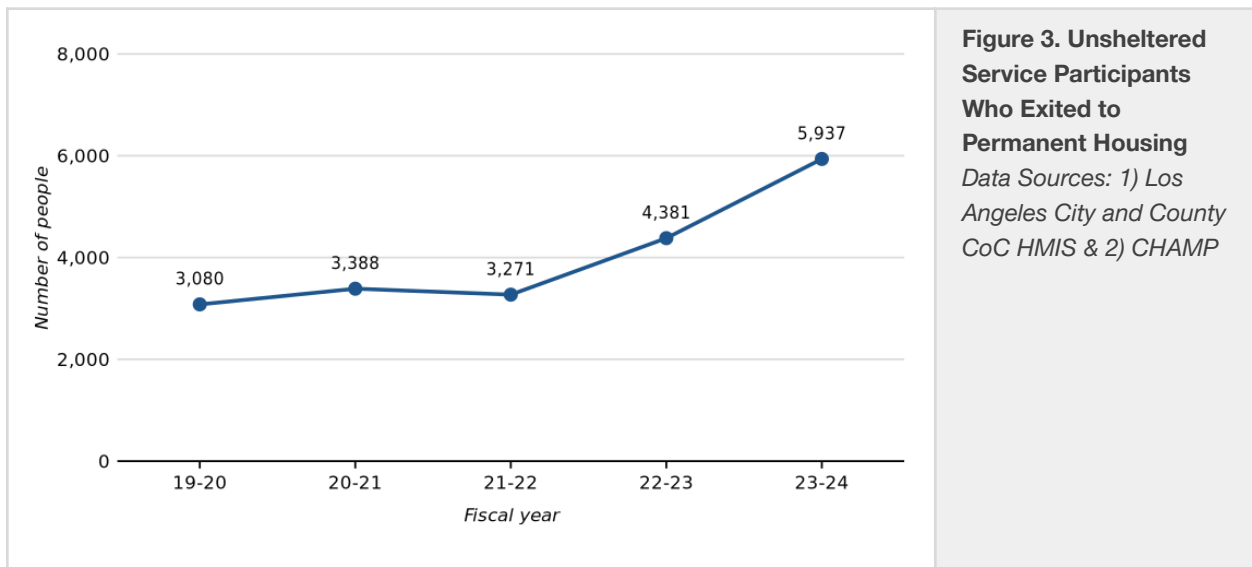
It is critical to note that the number of people experiencing unsheltered homelessness does not represent the entire population of people experiencing homelessness, as thousands more people continue to reside in interim settings. According to administrative data, approximately 112,026 people experiencing homelessness accessed services over the course of FY 23-24, including both sheltered and unsheltered people.

The number of 66,918 unsheltered people accessing services represented only about 60% of the total number of people experiencing homelessness accessing services over the course of the entire fiscal year. These numbers do not account for those that experience homelessness and do not access services or resolve their homelessness without accessing any services, meaning the true number of people who experienced homelessness for any period of time during FY 23-24 was in excess of 112,026 people.

Baseline 1b.

The Number of Unsheltered Service Participants Who Exited to Permanent Housing

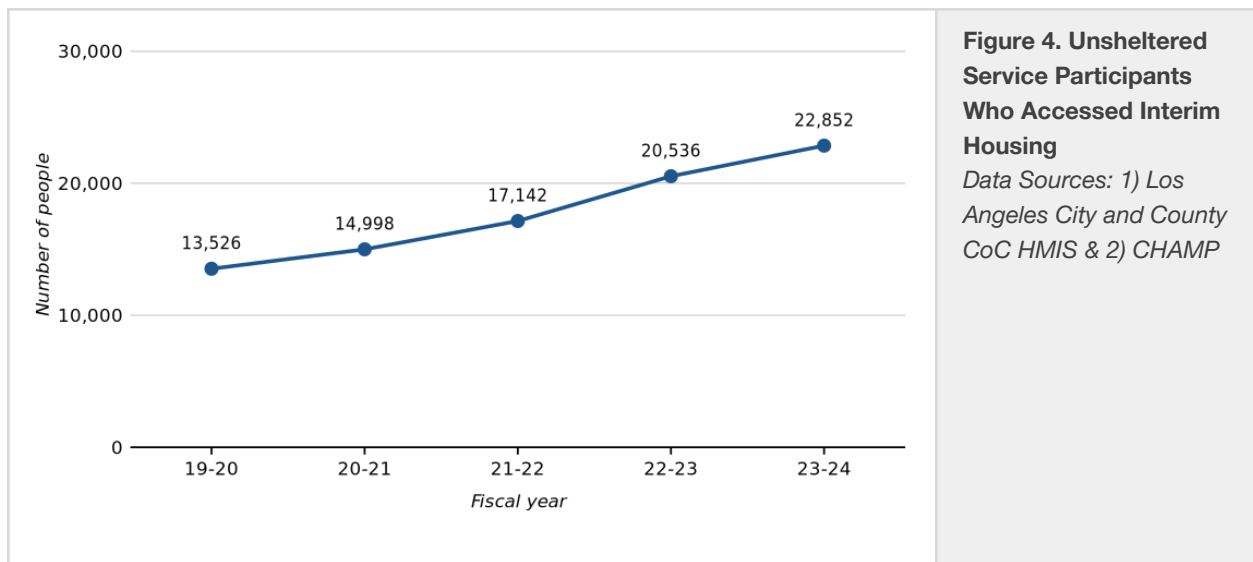
For Baseline 1b., the data subcommittee established that there were 5,937 service participants who were unsheltered that exited homelessness to permanent housing in FY 23-24. See Figure 3 below.



Baseline 1c.

The Number and Rate of Unsheltered Service Participants Who Accessed Interim Housing

For Baseline 1c., the data subcommittee established that 22,852 service participants who were unsheltered accessed interim housing in FY 23-24 (see Figure 4 on the following page). This represents 34% of all unsheltered service participants—this number has increased by 69% over the last five years, reflecting increased alignment and urgency to add new interim settings to address unsheltered homelessness:



Target Metrics and Milestones Summary

Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness

End of 2030 Metrics

- **Metric 1a. Decrease by 30%** the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in FY 23-24.
- **Metric 1b. Increase by 80%** the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030.
- **Metric 1c. Increase by 32%** the rate of people moving into interim housing from unsheltered settings from a baseline of 34% of unsheltered people in FY 23-24 to a target of 45% in 2030.

Annual Milestones

Metric 1a: Reduce the Number of Unsheltered People by 30%

Year	% Change from Baseline	Annual Unsheltered Number
Baseline	0%	52,365
July 1, 2025-June 30, 2026	-6%	49,609
July 1, 2026-June 30, 2027	-11%	46,652
July 1, 2027-June 30, 2028	-16%	43,796
July 1, 2028-June 30, 2029	-22%	40,939
July 1, 2029-June 30, 2030	-27%	38,084
Full Year Ending December 31, 2030	-30%	36,656

Metric 1b: Increase the Number of Unsheltered People Placed in Permanent Housing by 80%

Year	% Change from Baseline	Annual Unsheltered People Placed in PH
Baseline	0%	5,937
July 1, 2025-June 30, 2026	+15%	6,801
July 1, 2026-June 30, 2027	+29%	7,664
July 1, 2027-June 30, 2028	+44%	8,528
July 1, 2028-June 30, 2029	+58%	9,391
July 1, 2029-June 30, 2030	+73%	10,255
Full Year Ending December 31, 2030	+80%	10,687

Metric 1c: Increase the Rate of Interim Housing Placements of Unsheltered People by 32%

Year	% Change from Baseline	Annual Rate of Unsheltered Placed in IH
Baseline	0%	34%
July 1, 2025-June 30, 2026	+6%	36%
July 1, 2026-June 30, 2027	+12%	38%
July 1, 2027-June 30, 2028	+17%	40%
July 1, 2028-June 30, 2029	+23%	42%

July 1, 2029-June 30, 2030	+29%	44%
Full Year Ending December 31, 2030	+32%	45%

Rationale

The homeless response subcommittee developed the above target metrics with three primary factors driving their rationale. First, the subcommittee noted the region has seen unprecedented alignment across the homeless system and across regional partners around addressing unsheltered homelessness—should this alignment continue, it may contribute to continued rapid growth in the number of people moving out of unsheltered homelessness and into both interim and permanent housing. The second major factor informing their rationale is that, because this alignment around unsheltered homelessness is a recent phenomena, the number of people moving from unsheltered homelessness into housing is relatively low, with only 9% of unsheltered service participants moving into permanent housing—this leaves considerable room for growth as system alignment efforts continue.

Finally, these goals were also informed by Goals 2, 3, 4, and 5, all of which lend component parts to an overall reduction in unsheltered homelessness. With Goal 2 reflecting a proposed 57% increase in housing placements (informed by the housing production goals in Goal 5) and Goal 4 reflecting a 20% decrease in inflow, the homeless response subcommittee believes a 30% reduction in unsheltered homelessness is attainable.

Conditions and Assumptions for Success

For the targets in Goal 1 to be reached, the subcommittee identified four conditions that are vital components of success for this particular goal, although they noted the conditions across Goals 1, 2, and 3 are all interrelated to each of the goals. These conditions are:

- Significant Progress Must Be Made on Other Goals:** Unlike other goals, an overall reduction in unsheltered homelessness represents a cumulative goal that would reflect progress in other goals that make up component parts of understanding overall homeless numbers, namely, inflow into homelessness and outflow into permanent housing. To reach goals on reducing unsheltered homelessness, the region must increase permanent housing placements *as well as* significantly curtail inflow into homelessness. In recent years, while permanent housing placements have scaled up significantly, inflow has also accelerated, meaning these gains have not resulted in reductions in overall unsheltered homelessness.

- **Reconfiguration of Pathways into Permanent Housing:** In examining goals 1, 2, and 3 working in concert with each other, Los Angeles will need to significantly reconfigure current pathways into permanent housing to achieve these goals. Two potential pathways into permanent housing must increase significantly, with far greater movement needed from interim housing into permanent housing, or far greater movement from unsheltered settings into permanent housing than is currently the case in the region. Significant system realignments may be needed to realize these changing pathways into permanent housing.
- **The Region Must Produce More Housing, and it Must Be Accessible to Unsheltered People:** The Los Angeles region must continue to increase the production of affordable housing, in alignment with the targets laid out in Goal 5. In addition, a significant portion of these affordable units must be available to people experiencing unsheltered homelessness. In general, people experiencing homelessness have incomes below 30% of Area Median Income (AMI). Alignment between the Los Angeles County Affordable Housing Solutions Agency (LACAHS) will be critical, therefore, to reach goals around moving more individuals out of unsheltered homelessness and into permanent housing,
- **Increasing Interim Housing Must Continue Beyond Emergencies:** In order to continue making progress moving people from unsheltered homelessness into interim housing, the region must continue to secure additional resources to fund further expansion of interim housing. This is all the more critical given the possibility of increasing bed rates paid to service providers to match the true cost of providing services. Without additional funding for interim housing, rising bed rates will reduce the overall number of beds.
- **Advocacy to Maintain Federal Funding Must Continue:** As demonstrated by a temporary freeze in federal funding resulting from the White House Office of Management and Budget's (OMB) Memo M-25-13 in late January, federal funding for homelessness and housing programs is far from assured. The Los Angeles region must advocate to federal partners both to continue funding for key programs, as well as forestall federal policy changes that would effectively function as cuts for communities like Los Angeles.
- **New Data Tools Should Be Used to Track Outcomes:** New data tools, such as the Encampment Module available through HMIS, will allow new insight into unsheltered homelessness. These insights must be applied to more effectively move people out of unsheltered homelessness.

Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The subcommittee spent significant time defining the data sources and definitions of serious mental illness and substance use disorder¹¹ during phase 1. Moreover, the subcommittee agreed to split goal 2 into separate metrics for serious mental illness (SMI) and long-term substance use disorder (SUD), in recognition that while a significant portion of the population may experience both of these conditions, many experience only one, and these conditions necessitate different interventions and services. As such, the subcommittee proposed the following metrics:

- **Metric 2a:** Reduce by xx% the number of people with SMI alone experiencing homelessness.
- **Metric 2b:** Reduce by xx% the number of people with SUD alone experiencing homelessness.
- **Metric 2c:** Reduce by xx% the number of people with co-occurring SMI and SUD experiencing homelessness.

Baseline Data

The data subcommittee established the following baselines:

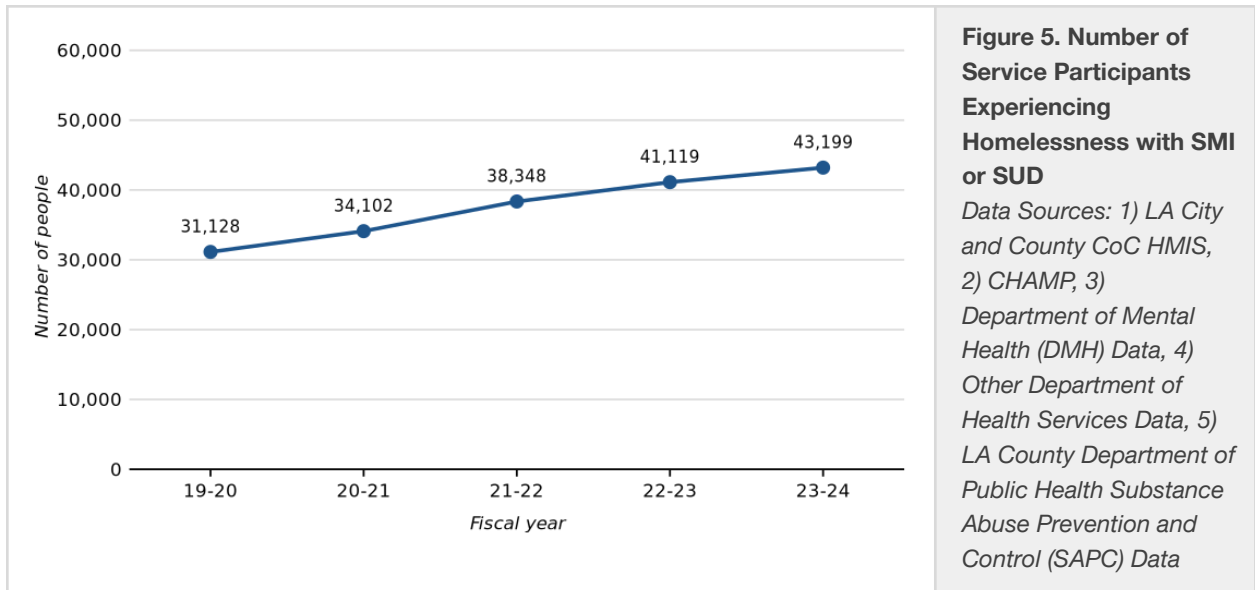
- **Baseline 2a:** Number of people experiencing homelessness with SMI only in FY 23-24: **14,056 people**

¹¹ The following definitions were agreed upon by the subcommittee:

- Substance use disorder (SUD): Mental and behavioral disorders due to psychoactive substance use (excluding nicotine dependence).
- Serious mental illness (SMI): A person with bipolar disorder, episodic mood disorder, major depressive disorder, manic episode, other psychotic or delusional, schizophrenic disorder. Note that PTSD is not included in the SMI metric, but is reported separately.

- **Baseline 2b:** Number of people experiencing homelessness with SUD only in FY 23-24: **8,697 people**
- **Baseline 2c:** Number of people experiencing homelessness with both SMI and SUD in FY 23-24: **20,446 people**
- **Baseline 2d:** Number of people experiencing homelessness with SMI or SUD in FY 23-24: **43,199 people**

Figure 5 below displays the number of people with either SMI or SUD (the most inclusive measure) from FY 19-20 to FY 23-24, which reached a total of 43,199 individuals in FY 23-24. This number increased annually by 9% on average over the five-year period, closely mirroring the overall increases in the homeless population.



The figure below disaggregates this data by individuals in service data with only one of the conditions, as well as those reporting both conditions:

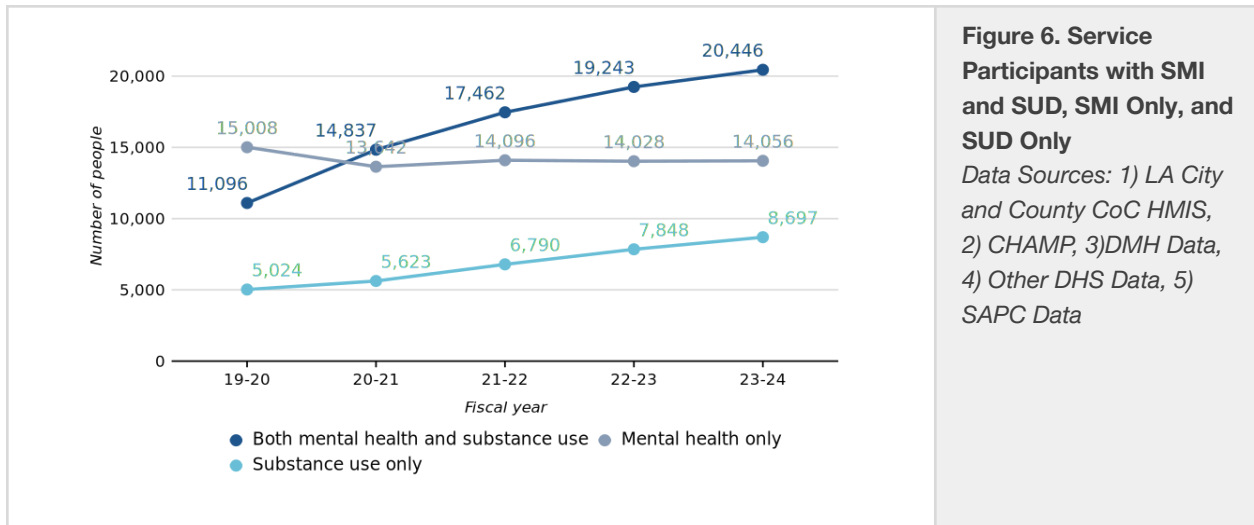


Figure 6. Service Participants with SMI and SUD, SMI Only, and SUD Only

Data Sources: 1) LA City and County CoC HMIS, 2) CHAMP, 3) DMH Data, 4) Other DHS Data, 5) SAPC Data

Figure 6 above also demonstrates that increases in SUD reporting are generating the rise in the overall population reporting one or both conditions. While this could be a result of increasing prevalence of substance use disorders, it requires further investigation; this may be a result of a number of other factors, including changes in reporting related to Medicaid billing, better survey instruments and increasing data quality, and other factors.

Target Metrics and Milestones Summary

Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness

End of 2030 Metrics

- **Metric 2a. Reduce by 15%** the number of people with SMI only experiencing homelessness, from a baseline of 14,056 in FY 23-24 to a target of 11,978 people in 2030.
- **Metric 2b. Reduce by 10%** the number of people with SUD only experiencing homelessness, from a baseline of 8,697 in FY 23-24 to a target of 7,827 people in 2030.
- **Metric 2c. Reduce by 15%** the number of people with co-occurring SMI and SUD experiencing homelessness, from a baseline of 20,446 in FY 23-24 to a target of 17,379 people in 2030.

Annual Milestones

Metric 2a: Reduce the Number of People with SMI Only by 15%

Year	% Change from Baseline	Annual Number of People with
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		SMI Only
Baseline	0%	14,056
July 1, 2025-June 30, 2026	-3%	13,673
July 1, 2026-June 30, 2027	-5%	13,289
July 1, 2027-June 30, 2028	-8%	12,906
July 1, 2028-June 30, 2029	-11%	12,523
July 1, 2029-June 30, 2030	-14%	12,139
Full Year Ending December 31, 2030	-15%	11,948

Metric 2b: Reduce the Number of People with SUD Only by 10%

Year	% Change from Baseline	Annual Number of People with SUD Only
Baseline	0%	8,697
July 1, 2025-June 30, 2026	-2%	8,539
July 1, 2026-June 30, 2027	-4%	8,381
July 1, 2027-June 30, 2028	-5%	8,223
July 1, 2028-June 30, 2029	-7%	8,064
July 1, 2029-June 30, 2030	-9%	7,906
Full Year Ending December 31, 2030	-10%	7,827

Metric 2c: Reduce the Number of People with Co-Occurring SMI and SUD by 15%

Year	% Change from Baseline	Annual Number of People with Co-Occurring SMI/SUD
Baseline	0%	20,446
July 1, 2025-June 30, 2026	-3%	19,888
July 1, 2026-June 30, 2027	-5%	19,331
July 1, 2027-June 30, 2028	-8%	18,773
July 1, 2028-June 30, 2029	-11%	18,216
July 1, 2029-June 30, 2030	-14%	17,658
Full Year Ending December 31, 2030	-15%	17,379

Conditions and Assumptions for Success

- **Effective and Robust Services Must Be Available:** As more efforts are made to move unsheltered and sheltered people with SMI and/or SUD into both permanent and interim housing, these sites will be hosting a highly-vulnerable population with complex service needs, including the whole range of behavioral health services. The availability of robust services will be essential both to moving this population into housing and keeping them housed.
- **The Region Must Maximize Leveraging MediCal:** The Los Angeles region's homeless system has increasingly tapped into MediCal to fund key services for people experiencing homelessness including people with behavioral health needs. This funding stream is available through the state's California Advancing and Innovating MediCal (CalAIM) waiver with the federal government. While CalAIM has provided new resources, it is insufficiently accessible to many service providers and the people they serve. The Los Angeles region must lower remaining barriers to accessing CalAIM, and must advocate to the state for changes to reduce administrative complexity for service providers so as to ensure the region is leveraging more MediCal funds.
- **Maximize Utilization of Existing Housing and Shelter:** To reach this goal, the system must continue to make progress on swiftly accessing units at existing PSH and other sites that house and shelter people experiencing homelessness with SMI and SUD, including board and care homes. The system must ensure units and beds in these sites do not remain vacant for long periods of time. While adding new PSH units is critical, Los Angeles must keep a focus on maximizing the utilization of units, along with leveraging board and care facilities, skilled nursing facilities, and other sites.
- **Advocacy to Maintain Federal Funding, Including MediCal Waiver, Must Continue:** As noted in the conditions and assumptions for all goals, federal funding for mental health and substance use disorder treatment services is at risk. The Los Angeles region must advocate to federal partners to continue funding for programs that serve people with SMI and/or SUD, as well as push back on potential federal policy changes that would disincentivize providing these services in an evidence-based manner. Moreover, the region must advocate for the renewal of California's aforementioned Medicaid waiver, which is set to expire at the conclusion of 2026.

Goal 3: Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The subcommittee spent time deliberating how to both capture exits to permanent housing, but also how to capture housing retention, reflecting the importance of ensuring people experiencing homelessness stay housed after exiting homelessness. This is especially critical from an equity perspective, given prior findings that Black people experiencing homelessness fall back into homelessness at disproportionate rates, including from permanent supportive housing.^{12, 13} Given these dynamics, the subcommittee established the following metrics:

- **Metric 3a:** Increase by xx% the number of service participants who exited homelessness to permanent housing during FY 23-24.
- **Metric 3b:** Increase by xx% the number of service participants who retain permanent housing, two years after they exit homelessness.

Baseline Data

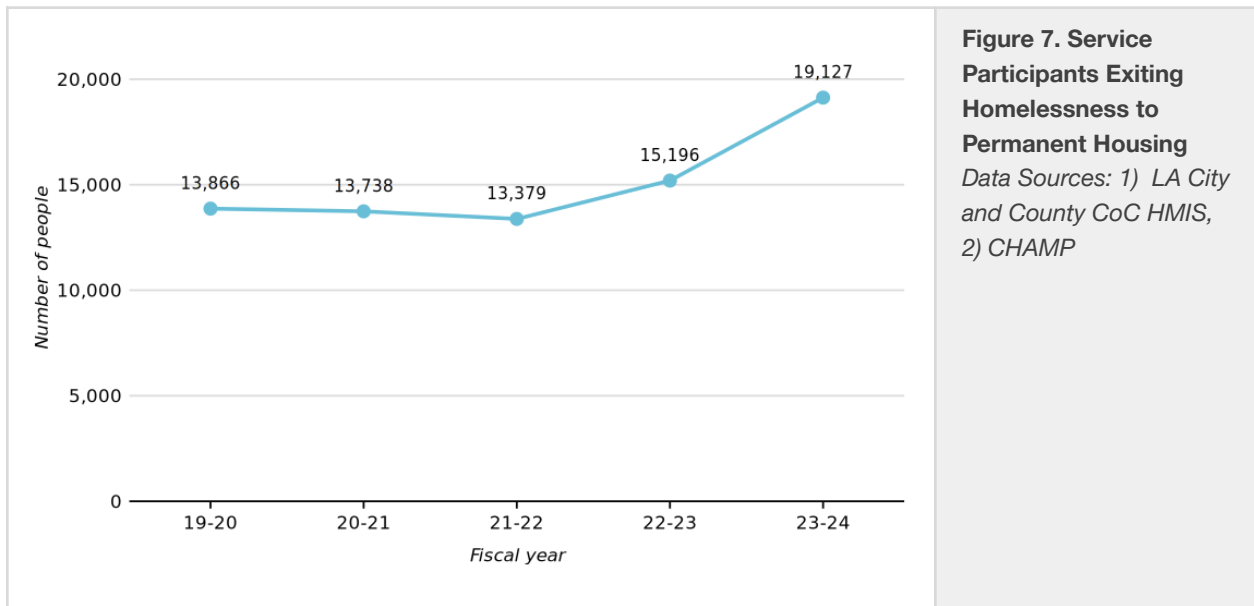
The Ad Hoc Committee on data established two baseline measures:

- **Baseline 3a:** Number of service participants who exited homelessness to permanent housing in FY 23-24: **19,127 people**
- **Baseline 3b:** Number of service participants who exited homelessness in FY 21-22 to permanent housing and did not return to homelessness over subsequent 24 months: **10,501 people retained housing (from 13,379 placements in FY 21-22, a 78% retention rate).**

¹² Los Angeles Homeless Services Authority. (2018). "Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness." Report found at <https://www.lahsa.org/documents?id=2823-report-and-recommendations-of-the-ad-hoc-committee-on-black-people-experiencing-homelessness.pdf>

¹³ Milburn, N., Edwards, E., Obermark, D., & Rountree, J. California Policy Lab. (2021). "Inequity in the Permanent Supportive Housing System in Los Angeles: Scale, Scope and Reasons for Black Residents' Returns to Homelessness. Report found at <https://capolicylab.org/inequity-in-the-psh-system-in-los-angeles/>

The first baseline number is 19,127 permanent housing placements in FY 23-24. This reflects a variety of housing placements, including placements into supportive housing, placements into market rate housing supported by rental subsidies, reconnection with family and friends, and a range of other interventions. See Figure 7 below, which reflects the FY 23-24 permanent housing placements, along with a five-year trend reflecting a 9% annual average increase in housing placements including a 26% jump from FY 22-23 to FY 23-24.



Why is this number different from what I’m used to seeing?

This number differs from the oft-cited figures of over 20,000 annual permanent housing placements that accompany annual homeless count data releases. Those numbers that exceed 20,000 housing placements include other data sources that were not accessed for the purposes of this baseline, such as data reflecting housing placements from the U.S. Department of Veterans Affairs (VA). Additionally, that larger number includes some types of housing placements that are not included here, such as transfers between different types of housing programs.

The next baseline number captures housing placements and how many have been retained one and two years after the initial placement. For example, for FY 21-22, the figure measures how many placements were made in that year (the top line), how many FY 21-22 placements were still in housing in FY 22-23 (the middle line), and how many FY 21-22 placements retained housing two years later, into FY 23-24 (the bottom line). FY 21-22 is the most recent year for which all three figures are available. Figure 8 on the following page charts that while there were 13,379 permanent housing exits in FY 21-22, a total of 10,501 of those people retained permanent housing 24 months later (78%).



Target Metrics and Milestones Summary

Goal 3: Increase the number of people permanently leaving homelessness

End of 2030 Metrics

- **Metric 3a. Increase by 57%** the number of people exiting homelessness to permanent housing, from a baseline of 19,127 in FY 23-24 to a target of 30,000 people in 2030.
- **Metric 3b. Increase by 101%** the number of people retaining permanent housing after 24 months, from a baseline of 10,501 and 78% retention in FY 23-24 to a target of 20,008 people and a 78% retention rate in 2030.

Annual Milestones

Metric 3a: Increase the Number of Permanent Housing Placements by 57%

Year	% Change from Baseline	Annual Permanent Housing Placements
Baseline	0%	19,127
July 1, 2025-June 30, 2026	+10%	21,109
July 1, 2026-June 30, 2027	+21%	23,092
July 1, 2027-June 30, 2028	+31%	25,074

July 1, 2028-June 30, 2029	+41%	27,056
July 1, 2029-June 30, 2030	+52%	29,038
Full Year Ending December 31, 2030	+57%	30,000

Metric 3b: Increase the Number of People Who Retain Housing Two Years After Placement by 101%

Year	% Change from Baseline	Number Retaining Housing from Two Years Prior
Baseline	0%	10,501
July 1, 2025-June 30, 2026	+42%	14,919
July 1, 2026-June 30, 2027	+42%	14,919
July 1, 2027-June 30, 2028	+57%	16,465
July 1, 2028-June 30, 2029	+72%	18,011
July 1, 2029-June 30, 2030	+86%	19,558
Full Year Ending December 31, 2030	+101%	21,104

Rationale

While a 57% increase in housing placements over the evaluation represents an extremely ambitious goal, the subcommittee noted that recent years have seen increases in housing placements as high as 26% between FY 22-23 and FY 23-24. This has coincided with the availability of housing resources, including new HHH buildings opening their doors, greater availability of time-limited subsidies, and other resources. As these resources continue and more housing comes through the pipeline as a result of new funding sources such as the City of Los Angeles' Measure ULA, Measure A's affordable housing funding administered by LACAHSAs, and other regional sources such as the San Gabriel Valley Regional Housing Trust fund, more affordable units will be available to leverage.

While these resources must be aligned and in coordination with the goals of the regional homeless response to continue the sharp upward trajectory of housing placements, they gave the subcommittee cause for optimism even as uncertainty remains.

In addition, for housing retention, the committee sought to maintain the two-year retention rate for the last year for which data is available, FY 21-22. Increases in housing retention are assuming the homeless system continues to make the investments needed to maintain a 78% retention rate even as housing placements increase.

Overall, reaching these goals would represent a major shift from the functioning of the existing homeless services system. At present, housing placements are equal to approximately 40% of the unsheltered point-in-time count numbers, which, when taken into account with inflow continuing to exceed housing placements, accounts for the lack of major reductions in homelessness. Under goal 3's targets in concert with goal 4, housing placements would be approximately equivalent to the inflow into homelessness, and would exceed the overall unsheltered point-in-time count. This increase in rehousing capacity, coupled with lower inflow, would represent a major seachange for the Los Angeles system. How to achieve that seachange is articulated below.

Conditions and Assumptions for Success

- **The Region Must Produce More Housing, and it Must Be Accessible to Unsheltered People:** As noted in Goal 1, a significant portion of new affordable units must be available to people experiencing homelessness with the lowest incomes. Continuing work to align LACAHS and ECRHA is essential to reaching goals on placements into permanent housing.
- **Maximize Occupancy in PSH Sites:** As noted in goal 2, to reach this goal, the system must continue to make progress on ensuring units at PSH sites do not remain vacant for long periods of time. While adding new PSH units is critical, Los Angeles must keep a focus on maximizing the utilization of these units.
- **State Funding Must Continue:** State funding serves as a significant buttress to the Los Angeles region's response. Approximately \$380 million was allocated to seven grantees through the most recent round of the Homeless Housing, Assistance and Prevention (HHAP) program administered by the Department of Housing and Community Development (HCD); other allocations from programs such as Homekey, Encampment Resolution Funds (ERF), and a number of population-specific programs administered by the California Department of Social Services (CDSS) make up a significant portion of the region's homelessness budget. However, nearly all of these programs are one-time allocations of funding. The Los Angeles region must advocate forcefully to California policymakers for these investments to continue in future years, and ideally seek to convert programs like HHAP into stable, ongoing investments.
- **Advocacy to Maintain Federal Funding Must Continue:** As with goals 1, 2, 4, and 5, significant federal funding cuts have the potential to curtail both efforts to increase placements into permanent housing by removing sources of funding for that housing. Federal cuts also have the potential to disrupt efforts to increase retention, as key supportive services are funded through federal Medicaid funds, Continuum of Care (CoC) program funds, and other federal sources. The Los Angeles region must advocate to federal partners both to continue funding for key programs, as well as

forestall federal policy changes that would effectively function as cuts for communities like Los Angeles.

- **Alignment with Prevention:** Los Angeles must align its homeless prevention strategies with efforts to increase housing placements. This includes ensuring services are available for older adults who move from unsheltered homelessness back into housing, but may be at risk of returning to homelessness if adequate housing retention and prevention services are not available.

Goal 4: Prevent People from Falling into Homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The prevention subcommittee formalized the following metric for goal 4:

- **Metric 4a:** Reduce the number of people who become newly-homeless by xx%.

This metric intends to use administrative data from HMIS and CHAMP to measure the number of service participants who are “newly” accessing services, with evidence that this is the first time they have been homeless in 24 months or more.

Baseline Data

The subcommittee established one baseline measure, using the above definition:

- **Baseline 4a:** Number of service participants newly-accessing services in FY 23-24 with evidence that this first time homeless in 24 months or more: **63,202 people**

See Figure 9 below for the five-year trend of this data, which shows a modest 3% year-over-year average increase over the last five years.

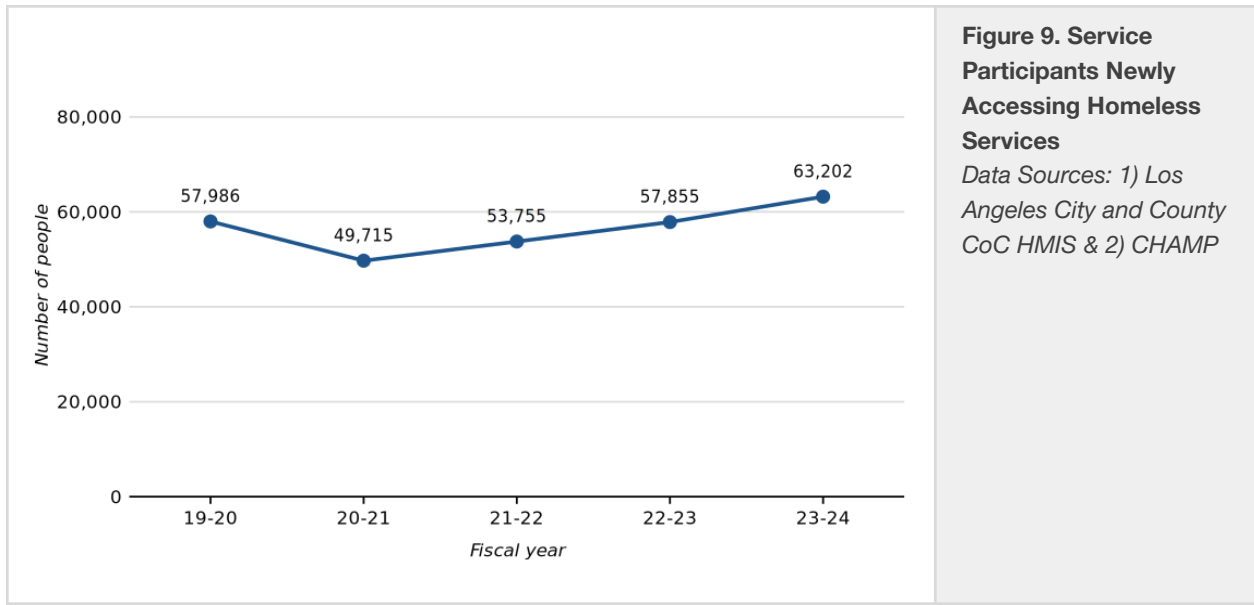


Figure 9. Service Participants Newly Accessing Homeless Services
Data Sources: 1) Los Angeles City and County CoC HMIS & 2) CHAMP

For this baseline figure, it is worth noting that over half of all service participants in HMIS and CHAMP are considered “newly homeless,” suggesting a staggering level of inflow to the homeless services system. Moreover, should the trend of a 3% average increase in new enrollees continue year-over-year, the number of new enrollees in five years would be 73,300.

Metrics and Milestones Summary

Goal 4: Prevent People from Falling into Homelessness

End of 2030 Metrics

- **Metric 4a: Decrease by 20%** by the end of 2030 the Number of Service Participants Who Become Newly Homeless (as measured in administrative data), from a Baseline of 63,202 in FY 23-24 to a target of 50,561 people in 2030.
 - The system's efforts to achieve this goal must be guided by the overarching equity principle to reduce the disproportionate number of Black and American Indian Alaska Native and the increasing number of Latino/x people experiencing homelessness. Effective prevention that reduces inflow into homelessness services is a key strategy to counteract the systemic and structural injustices that drive people into homelessness and disparately affect people in these groups. By reducing inflow by 20%, we also aim to actively promote equitable access to prevention programs and to reduce the number of Black, American Indian Alaska Native and Latino/x people who fall into homelessness.

Annual Milestones

Metric 4a: Decrease by 20% by the end of 2030 the Number of Service Participants Who Become Newly Homeless (as measured in administrative data), from a Baseline of 63,202 in FY 23-24

Year	% Change from Baseline	Annual Inflow Number
Baseline	+0%	63,202
July 1, 2025-June 30, 2026	+5%	66,302
July 1, 2026-June 30, 2027	+2%	64,466
July 1, 2027-June 30, 2028	-11%	56,313
July 1, 2028-June 30, 2029	-15%	54,038
July 1, 2029-June 30, 2030	-18%	51,712
Full Year Ending December 31, 2030	-20%	50,561

Rationale

The subcommittee had a number of considerations that informed the target of a 20% reduction in newly homeless enrollees over the evaluation period, from a baseline of 63,202 to 50,561. One of these is recognition that a 20% reduction is an even more ambitious goal when considering the upward trajectory of these numbers. Were the current trajectory to continue on a track of 3% annual growth, the number of newly-homeless enrollees would reach 73,300 in five years; the target of 50,561 represents a 31% reduction from this number.

Conditions and Assumptions for Success

The subcommittee established a number of conditions and assumptions that must hold in order for the target in goal 4 to be met. The top tier conditions and assumptions were identified as:

- **Prevention Funding and Programs Must Be Targeted and Cater to Those at Greatest Risk, Or They Will Not Reduce Inflow:** A number of assessments of homeless prevention programs have found that targeting using key risk factors to identify those most likely to fall into homelessness has demonstrable impacts on inflow.¹⁴ Otherwise, funding goes predominantly to households that, though vulnerable, may not have fallen into homelessness without the prevention assistance provided. Evidence-based eligibility criteria include households at 50% Area Median Income

¹⁴ Till von Wachter et al., "Evaluation of LA County Prevention Targeting Tool" (California Policy Lab, 2021).

(AMI) or below, with one or more additional risk factors (such as a prior history of homelessness, recent discharge from an institution, veteran status, older age, personal trauma, or other factors). If funding is not targeted in this way, or if eligibility criteria limits access to one particular vulnerable group (such as transition-aged youth or older adults, who together make up 12% of people experiencing homeless in Los Angeles) and not the broader at-risk population, homeless prevention dollars are unlikely to reduce inflow into homelessness, as they will not be serving people that would have otherwise become homeless.

Moreover, traditional prevention programs that serve broader swaths of the population often focus on eviction prevention services and rental assistance for leaseholders. A narrow focus only on services for leaseholders, however, leaves out the bulk of people who fall into homelessness; new statewide findings show that only a third of people entering homelessness came from a leaseholding situation, with the majority of people entering homelessness either coming from an informal living arrangement or an institution.¹⁵ Services such as flexible financial assistance that can assist leaseholders and non-leaseholders alike should complement eviction prevention, tenant education, rental assistance, and other services.

As new programs and policies are considered or existing policies are evaluated, people with lived experience of homelessness must be included and centered in program and policy design for homeless prevention efforts to be successful.

- **Prevention Funding Must Align with Equity Goals:** To ensure that prevention programs are reaching those who most need them, these programs must advance and align with shared equity goals, including setting a target for reducing the overrepresentation of groups disproportionately needing homelessness services. This must include active monitoring of who does and does not have access to prevention programs and whether programs remain effective and accessible for the most marginalized groups. This may also include ensuring that prevention funding is accessible to those who are most disproportionately represented among the population experiencing homelessness, such as adults between the ages of 25 to 64, who make up nearly 80% of the population experiencing homelessness in Los Angeles.
- **The Region Needs A Prevention System with an Appointed Executive Manager:** Currently, the Los Angeles region deploys a range of prevention strategies across departments and jurisdictions which do not work in concert with each other. The region must appoint an executive level policy leader or manager to align the region’s systems and investments to centralize a “homeless prevention system” across Los Angeles

¹⁵ Benioff Homelessness and Housing Initiative, 2023. California Statewide Study of People Experiencing Homelessness.

County. This manager would provide operating standards and best practices to ensure consistency, quality, accessibility, and equity across the region.

Six additional conditions and assumptions for success were identified. These include:

- **Eligibility for homelessness service workers:** Many frontline workers and case managers in our homelessness services system are themselves at risk of homelessness. Yet they are often unable to access prevention programs at their employer due to public contract terms that do not allow employees to access funds for clients. System administrators should ensure that employees of service providers who meet the eligibility criteria can access prevention resources from other sources. This will help support a vulnerable population, help retain workers, and strengthen our capacity to provide the high-quality services required for all Measure A goals. Ultimately, the system should address the pay structure for homeless services workers such that compensation reflects liveable wage standards for Los Angeles.
- **Augment Funding:** The 20% inflow reduction goal is dependent both on better alignment of existing resources from cities, the county, state, and federal sources, but also on new resources for targeted homeless prevention. New inflow into the system exceeds available funding to the system, and additional advocacy is needed to obtain the funding needed to scale up prevention resources to meet growing demand.
- **Data:** All Measure A-funded prevention programs must enter program data into HMIS, which is an essential component of knowing whether prevention service participants eventually become homeless in the future. This, in turn, is a prerequisite to effective program evaluation and assessment of whether prevention programs are reaching the right target population.
- **Accessibility:** Prevention programs must be easy to access and visible to the public, in addition to person-centered. Nearly two-thirds of people that were newly-homeless had not sought assistance from public agencies or providers,¹⁶ relying instead on friends and family, highlighting the need for interventions to be highly visible to people who are at risk.
- **Evaluation:** The region must continue to evaluate the impact of prevention programs. The lessons from program evaluation must be applied to scale what works to use prevention dollars as effectively as possible.
- **Service History:** For prevention to be effective and reach its goals, more data should be marshalled to better understand the service history of those who are newly-enrolling in homeless services. This should include a better understanding of other history such as history of incarceration, contact with the child welfare system, and other risk factors.

¹⁶ Ibid.

Goal 5: Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The subcommittee working on this goal established three metrics, each relating to a key component of making housing affordable for people at the lowest incomes. The subcommittee established one metric each for production of affordable housing units, preservation of affordable housing, and access to affordability, which reflects market rate and other units that can be made affordable using rental subsidies. The metrics established during Phase 1 were:

- **Metric 5a:** Increase by xx% the production of affordable housing.
- **Metric 5b:** Increase by xx% the preservation of affordable housing units.
- **Metric 5c:** Increase by xx% the number of units accessed using rental subsidies.

Baseline Data

In order to develop goals for affordable housing, the subcommittee worked with the USC Lusk Center for Real Estate to develop estimates of the need for affordable housing in Los Angeles County, along with estimates of the baseline of affordable housing production and access across Los Angeles County.

For the purposes of developing a measure of Los Angeles County's need for affordable housing, the subcommittee developed a measure based on the shortage of housing that is affordable¹⁷ for low-, very-low, extremely-low, and people experiencing homelessness. Taken together, these groups collectively have a shortage of 375,622 units. See table 1 below for this data disaggregated by income levels.

While the overall shortage number continues to be staggering at 375,622, it is worth considering that this topline number may still underemphasize the severity of shortage for those households at 50% AMI and below, for which there is a 578,775 unit shortage. While

¹⁷ For the purposes of this exercise, the subcommittee defined affordability as meaning a household would pay 30% of their income or less, which aligns with criteria from U.S. Department of Housing and Urban Development (HUD).

there is a surplus of units for low-income households at 50-80% AMI, these units are not available or affordable to households that are homeless, extremely low-, or very low-income.

Table 1. Available and Affordable Housing Unit Shortage by Income Levels in Los Angeles County, 2023 <i>Data Source: 2018-2023 American Communities Survey Five-Year Estimates</i>			
Household Type	Number of Households	Number of Available and Affordable Units	Shortage/Surplus
Homeless Households	68,297	0	-68,297
Extremely Low Income (0-30% AMI)	499,688	112,219	-387,469
Very Low Income (30-50% AMI)	301,432	178,423	-123,009
Low Income (50-80% AMI)	400,571	603,723	+203,152
Total	1,269,988	894,365	-375,622

Using this data to measure the overall picture of housing affordability in Los Angeles, USC Lusk also provided baseline data on the production of affordable housing across Los Angeles County:

- **Baseline 5a:** Average number of affordable housing units produced annually across Los Angeles County from FY 19-20 to FY 23-24: **1,700 affordable housing units.**

Table 2 below details the number of affordable units produced¹⁸ each of the last five years Countywide.

Table 2. Number of Affordable Housing Units Completed in Los Angeles County, 2019-2023 <i>Data Source: California Department of Housing and Community Development Annual Progress Reports</i>					
	2019	2020	2021	2022	2023
ELI/VLI (0-50% AMI)	346	137	659	669	1,653
LI (50-80% AMI)	275	470	938	660	3,583

¹⁸ Production of a housing unit is counted based on the issuance of a certificate of occupancy.

Total Units, 80% AMI and Below	621	607	1,597	1,329	5,236
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- Baseline 5b: Number of units that are at risk and in need of preservation assistance: **9,126 affordable units**

In order to determine the number of affordable housing units that are at highest risk of being lost, either due to expiring affordability covenants or due other financial, operational, or physical risks to the units, the subcommittee looked at the universe of affordable units greater than 10 years old.

The subcommittee used data from the City of Los Angeles Housing Department (LAHD) and the Los Angeles County Development Authority (LACDA) to determine that there are over 38,000 affordable units, 25% of which are Permanent Supportive Housing, which are over 10 years old. The subcommittee assumed that 50% of this older PSH (4,803 units) and 15% of the affordable housing units that are not PSH (4,323 units) will need some form of preservation assistance over the next decade, for a total of 9,126 units in need of assistance. The subcommittee estimated that the cost of preservation is an average of \$125,000 per unit.

- Baseline 5c: Number of units that are currently affordable as a result of “access” strategies such as rental assistance: **86,376 leased housing choice vouchers.**

As a baseline for access, the subcommittee established that there 86,376 leased housing choice vouchers across a range of public housing authorities (PHAs) throughout the region. It is worth noting that the region’s PHAs have over 101,151 units *allocated* through the federal voucher program. However, because PHAs in Los Angeles often must pay above fair-market rent (FMR) to secure landlords to lease units to their tenants in a very competitive housing market, PHAs often do not have sufficient federal funding to lease their entire allocated share of vouchers. Despite the 14,775 unit gap between the number of allocated units (101,151) and the number of units that are leased (86,376), most PHAs in the County have spent 100% of their voucher budgets, meaning they cannot fully lease their allotted units without more funding from the federal government to fully utilize their allocation.

Target Metrics and Milestones Summary

Goal 5: Increase the number of affordable housing units within Los Angeles County

End of 2030 Metrics

- **Metric 5a. Increase by 41%-53%** the current level of affordable housing production from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 in 2030.
- **Metric 5b:** Increase the current level of affordable housing units being preserved to **416 units** preserved annually to assure net gains of affordable housing as new production ramps up.
- **Metric 5c:** Increase the number of **leased vouchers by 3,000 annually** and the number of project-based vouchers 2,023 annually, for a total of 15,000 new vouchers and **10,115 project-based vouchers by the end of 2030.**

Annual Milestones

Metric 5a: Increase by 41%-53% the current level of affordable housing production from an average baseline figure of 1,700 units per year.

Year	% Change from Baseline	Annual Number of Affordable Units Produced
Baseline	0%	1,700
July 1, 2025-June 30, 2026	+12%	1,900
July 1, 2026-June 30, 2027	+24%-47%	2,100-2,500
July 1, 2027-June 30, 2028	+6%-39%	1,800-2,500
July 1, 2028-June 30, 2029	+11%-28%	2,000-2,300
July 1, 2029-June 30, 2030	+22%-39%	2,200-2,500
Full Year Ending December 31, 2030	+41%-53%	2,400-2,600

Rationale

The subcommittee had several factors inform their recommendations on goals, with five different avenues of housing production making up the overall production goal:

- *Current Production:* The subcommittee assumed that current local resources would continue to make up a portion of affordable housing production
- *Gap Fill:* The subcommittee assumed and recommends that a portion of Measure A dollars be made available through a “Fast Track Housing Fund” to provide financial support to projects already in construction that have a funding gap.
- *Accelerate:* The subcommittee noted a significant number of projects that are currently far along in the development pipeline and “shovel ready” but have not yet begun construction, where a small Measure A investment could move them into the construction phase and accelerate their progress.
- *Acquisition:* As another lower-cost mechanism to accelerate production, the subcommittee recommends that a portion of Measure A funds be utilized for acquiring

and converting existing buildings into affordable housing, and has projected a portion of these units as part of their production goal.

- *Innovation*: Finally, the subcommittee's recommended goal for production includes a portion of units stemming from investments that produce housing units at greater speeds and lower costs.

On the preservation side, the subcommittee also discussed a growing number of affordable and supportive housing projects that have significant deferred maintenance and are at risk of being lost. The subcommittee estimated that \$52 million annually would be sufficient preservation investment to ensure that any losses of units do not slow progress of adding net new affordable units.

Finally, on the efforts to increase the number of rental subsidies in the housing system, the subcommittee noted that while adding thousands of new vouchers will be politically challenging, there may be other ways to increase the number of vouchers available by advocating for funding to increase PHAs budget authority, which is discussed further in the section below.

Conditions and Assumptions for Success

The subcommittee identified 11 key conditions and assumptions that should be considered as critical factors in Los Angeles hitting the targets proposed here:

- **Resources from Federal, State, and Local Sources Must Stay Steady:** The goals outlined in this section assume that resources from the federal, state, and other local governments remain steady in future years. However, as the recent "freeze" of federal grants demonstrated, this outcome is far from certain and threatens to derail these goals, both by removing key sources of funding for affordable housing, while also adding to the level of need for low-income people that rely on federal support for nutrition assistance, rental assistance, healthcare, and other safety net programs.
- **Innovation Must Play a Role in Bringing Down Costs, Diversifying Financing:** With costs of developing affordable and supportive housing continuing to rise, the region must seek ways to control and lower costs, including exploring innovations in construction and financing projects. Innovations such as bulk purchasing of construction materials, more use of acquisition as a strategy to add units, and other considerations should be explored. Other innovations can help reduce reliance on federal tax credit funding for housing production.
- **Increasing Federal Budget Authority Can Increase Vouchers in Circulation:** As noted above, a number of PHAs across the region have vouchers that go unused not because they cannot find landlords to accept them, but because they have insufficient funding allocated from the federal government to support their full allocation of

vouchers. In a competitive market such as Los Angeles, the full cost of providing rents and landlord incentives, along with the cost of providing rental subsidies to people experiencing homelessness, who often have deeply low incomes at or below 15% AMI, means that PHAs are spending more than their allotted per voucher amount from the federal government. This allows PHAs to lease up their vouchers, but ultimately shrinks the overall number of vouchers they can utilize. Advocacy to the federal government should include a concerted effort to increase PHA's budget authority, which could effectively add 15,000 vouchers across the region.

- **Housing Funding Should Be Allocated According to Gaps in Production:** In order for new affordable housing to reduce homelessness and reduce the number of people in acute crisis, new housing must target the income levels with the greatest production gaps. For example, USC data shows an excess of units being produced for people at 50-80% AMI and 80-120% AMI, while there is a severe shortage of housing for people at 30% AMI and below. To make immediate impacts in the lowest income populations, housing must be targeted at that income level.
- **Measure A Can Be Sole Source or Leveraged:** Traditional affordable housing development requires a range of financing sources to be cobbled together, which can add time (and overall cost) to a project. Measure A can be used this way, which allows leveraging of other federal and state sources. But it may be appropriate at times for Measure A to make larger investments in an affordable housing project as the sole source of financing—thus reducing complexity and time and delivering units faster.
- **LACAHSAs Can Issue Bonds, and Increase Leverage:** As an entity that can issue bonds, LACAHSAs can use Measure A funds to issue bonds, and leverage further dollars to increase production.
- **Production Alone Will Not Close the Gap:** With an overall shortfall of 375,000 units, housing production alone will not meet the need. The region must consider other lower-cost strategies to complement production, including rental subsidies, master leasing, and acquisition, among others.
- **Focus on Shovel Ready Projects:** Building new affordable housing can be a lengthy process, including as new programs for new funding sources such as Measure A take additional time to seek input from the community, develop funding guidelines, and issue requests for proposals (RFP). A focus on funding projects that are “shovel ready” and further along in the development process will allow Los Angeles to see new affordable units become available faster.

Key System and Policy Changes for Regional Leadership to Move Forward

As noted in the goal sections above, there are a number of conditions that must be met in order to ensure the targets recommended in this report are reached. Some of these depend on external actors, like state and federal government partners. However, a number of these conditions entail actions that regional partners can take. The ECRHA and the LTRHA members should utilize the Measure A Regional Homeless plan and move forward all local actions identified in this report, including:

- **Ensure new affordable housing can be accessed by the homeless response system:** All three policy subcommittees identified this as a need—to align eligibility in the Los Angeles region’s increasing investments in affordable housing with the targets and populations that need to be served to reduce homelessness and increase housing placements from the homeless system.
- **Invest in robust services for those with behavioral health conditions:** As the region seeks to house more people with SMI and/or SUD, more supportive services will need to be available to support these individuals in housing and to ensure they do not fall back into homelessness at high rates.
- **Appoint a homeless prevention lead to align systems and resources:** As noted in Goal 4, a range of different systems have small homeless prevention programs, but they lack coordination. In some cases, these programs also do not target people with the greatest risk of entering homelessness. Regional leaders should appoint a prevention system lead to align these programs and ensure targeted homeless prevention contributes to the goal of reducing inflow.
- **Focus on affordable housing innovations:** As the section on Goal 5 notes, high costs of producing affordable housing are a barrier to reaching these goals. Regional leaders should move forward with innovations like bulk purchasing of construction materials, innovative financing models, acquisition strategies, and other ways to bring down costs and deliver more units.
- **Align on advocacy:** A number of factors are outside the control of local actors. What local actors can do, however, is move in lockstep and align around a coordinated, tightly-focused advocacy strategy to state and federal partners.

Appendixes

Appendix A. Leadership Table Subcommittee Rosters

Homeless Prevention Subcommittee	
Name	Entity Represented
Dr. Jackie Contreras, Co-Chair	Los Angeles County Department of Public Social Services
Jose Osuna, Co-Chair	Brilliant Corners
Celina Alvarez	Housing Works
Onnig Bulanikian	City of Glendale
Bill Huang	City of Pasadena
Alison King	City of Long Beach
Maria Salinas	Los Angeles Area Chamber of Commerce
Brandon Scoggan	Valley Oasis
Janey Rountree	California Policy Lab
Jim Zenner	U.S. Department of Veterans Affairs

Homeless Response Subcommittee and Subgroups	
Name	Entity Represented
Dr. Va Lecia Adams Kellum, Co-Chair	LAHSA
Grant Sunoo, Co-Chair	Little Tokyo Service Center
Celina Alvarez	Housing Works
Alberto Carvalho	LAUSD
La'Toya Cooper	LA Emissary
Sarah Dusseault	
Giselle Espinoza	LAPD
David Allen Green	
George Greene	Hospital Association of Southern California
Darren Hendon	Veteran Social Services
Stephanie Klasky-Gamer	LA Family Housing
Janey Rountree	California Policy Lab

Maria Salinas	LA Area Chamber of Commerce
Stephanie Wiggins	LA Metro
Lisa Wong	LA County Department of Mental Health
Jim Zenner	U.S. Department of Veterans Affairs
Reducing Unsheltered Homelessness Subgroup	
Dr. Va Lecia Adams Kellum	LAHSA
Elizabeth Boyce	Housing for Health-LA County Department of Health Services
Alberto Carvalho	LAUSD
Ronson Chu	South Bay Cities Council of Governments
La' Toya Cooper	LA Emissary
Giselle Espinosa	LAPD
Darren L Hendon	Veteran Social Services
La Tina Jackson	LA County Department of Mental Health
Bevin Kuhn	LAHSA
Saba Mwine	LAHSA
Andy Perry	LA County CIO
Janey Rountree	California Policy Lab
Maria Salinas	LA Area Chamber of Commerce
Jim Zenner	U.S. Department of Veterans Affairs
Increasing Permanent Exits Subgroup	
Celina Alvarez	Housing Works
La' Toya Cooper	LA Emissary
Sarah Dusseault	
Maria Funk	LA County Department of Mental Health
George W. Greene	Hospital Association of Southern California
Craig Joyce	LA Metro
Sarah Mahin	Housing for Health-LA County Department of Health Services
Janice Martin	
Saba Mwine	LAHSA
Andy Perry	LA County CIO
Janey Rountree	California Policy Labs

Brandon Scoggan	Valley Oasis
Max Stevens	LA County CIO
Grant Sunoo	Little Tokyo Service Center
Stephanie Wiggins	LA Metro
Jim Zenner	U.S. Department of Veterans Affairs
Reducing Homelessness for SMI/SUD Subgroup	
Dr. Va Lecia Adams Kellum	LAHSA
Sarah Dusseault	
David Allen Green	SEIU 721
Maria Funk	LA County Department of Mental Health
La Tina Jackson	LA County Department of Mental Health
Stephanie Klasky Gamer	LA Family Housing
Yamira Lima	
Sarah Mahin	Housing for Health-LA County Department of Health Services
Janey Rountree	California Policy Lab
Max Stevens	LA County CIO
Grant Sunoo	Little Tokyo Service Center
Gary Tsai	Los Angeles County Department of Public Health
Dr. Lisa Wong	LA County Department of Mental Health

Affordable and Supportive Housing Production Subcommittee and Subgroups	
Name	Entity Represented
Lourdes Castro Ramirez, co-chair	Office of Los Angeles Mayor Karen Bass
Stephanie Klasky-Gamer, co-chair	LA Family Housing
Kevin Blackburn	Federal Home Loan Bank of San Francisco
Roberto Chavez	City of Inglewood
Isela Gracian	Office of Supervisor Holly Mitchell
Darren Hendon	Veteran Social Services
Margarita Lares	Housing Authority of the City of Los Angeles
Connor Lock	City of Long Beach
Alexis Obinna	

Jose Osuna	Brilliant Corners
Emilio Salas	Los Angeles Community Development Authority
Miguel Santana	California Community Foundation
Ann Sewill	Los Angeles Housing Department
Grant Sunoo	Little Tokyo Service Center
Affordable Housing Production Subgroup Co-Leads	
Ed Holder	Mercy Housing
Ray Mathoda	Anchor Loans
Affordable Housing Preservation Subgroup Co-Leads	
Emilio Salas	Los Angeles Community Development Authority
Ann Sewill	Los Angeles Housing Department
Affordable Housing Access Subgroup Co-Leads	
Margarita Lares	Housing Authority of the City of Los Angeles
Leepi Shimkhada	Housing for Health, Los Angeles County Department of Health Services