

# HOMELESS POLICY DEPUTIES MEETING AGENDA

**MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION**

**Date:** Thursday, July 24, 2025  
**Time:** 2:00 – 4:00 PM  
**Location:** Kenneth Hahn Hall of Administration  
500 West Temple St.,  
Room 374-A  
Los Angeles, CA 90012

To subscribe to emails for this meeting, [please click here.](#)

For members of the public who wish to join virtually or over the phone, please see below:

**Microsoft Teams Link:** [Click here to join the meeting](#)

**Teleconference Number:** +1 323-776-6996,,728455318#

**For Spanish interpretation, members of the public should send emails within 48 hours in advance of the meeting to [ClusterAccommodationRequest@bos.lacounty.gov](mailto:ClusterAccommodationRequest@bos.lacounty.gov)**

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Lilit Bagdzhyan, Fifth District
II.	Measure A Spending Plan Process FY 2026-27	Sarah Mahin, Director, Department of Homeless Services and Housing
III.	Homeless Point in Time Count Update	Paul Rubenstein, Deputy Chief External Relations Officer, Los Angeles Homeless Services Authority  Bevin Kuhn, Deputy Chief Analytics Officer, Los Angeles Homeless Services Authority
IV.	Update on Measure A Implementation, Regional Plan and Best Practices for Standards of Care	Kristen Aster, Executive Director, Executive Committee for Regional Homeless Alignment
V.	Items Recommended for Future Discussion	
VI.	Public Comment*	

\* Public Comment is limited to one minute. Those joining virtually interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press \*5 to raise their hand and \*6 to unmute.

**NEXT MEETING: August 14, 2025**

July 24, 2025

# Measure A Spending Plan Process FY 2026-27

## Department of Homeless Services and Housing

Homeless Policy Deputies' Meeting



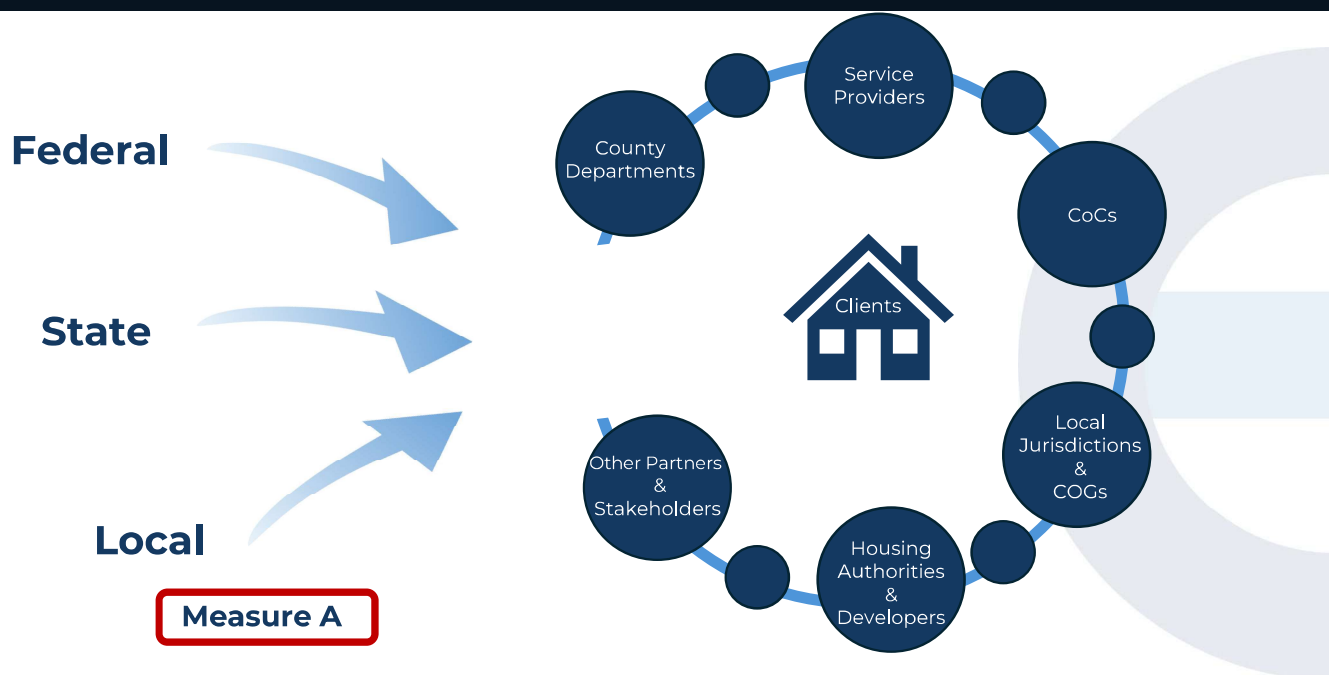
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## Regional Homeless Response Funding



# Acknowledging the Current Fiscal Reality

With significant state, federal and local budget cuts, we must adapt to be able to continue to meet the needs of the population we serve.

**The region must make strategic choices about how we invest our limited resources.**

## Measure A

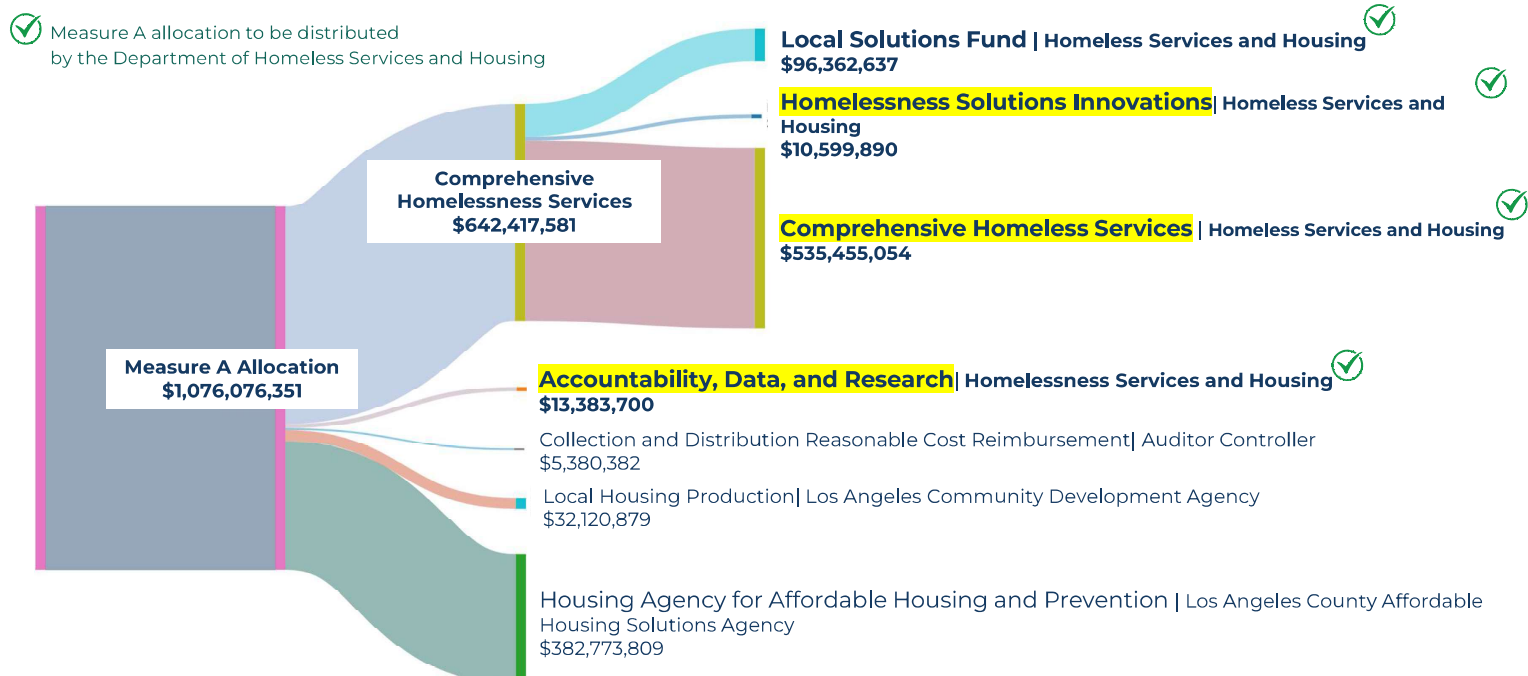
- **Measure A** is an initiative **passed by a majority of voters** in LA County on November 5, 2024
- The ordinance imposes a **½ cent sales tax countywide to fund County homeless services**, and **repeals and replaces Measure H**, the ¼ cent sales tax for County homeless services set that was set to expire in 2027
- Measure A tax collection **began on April 1, 2025**



# Measure A Goals

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

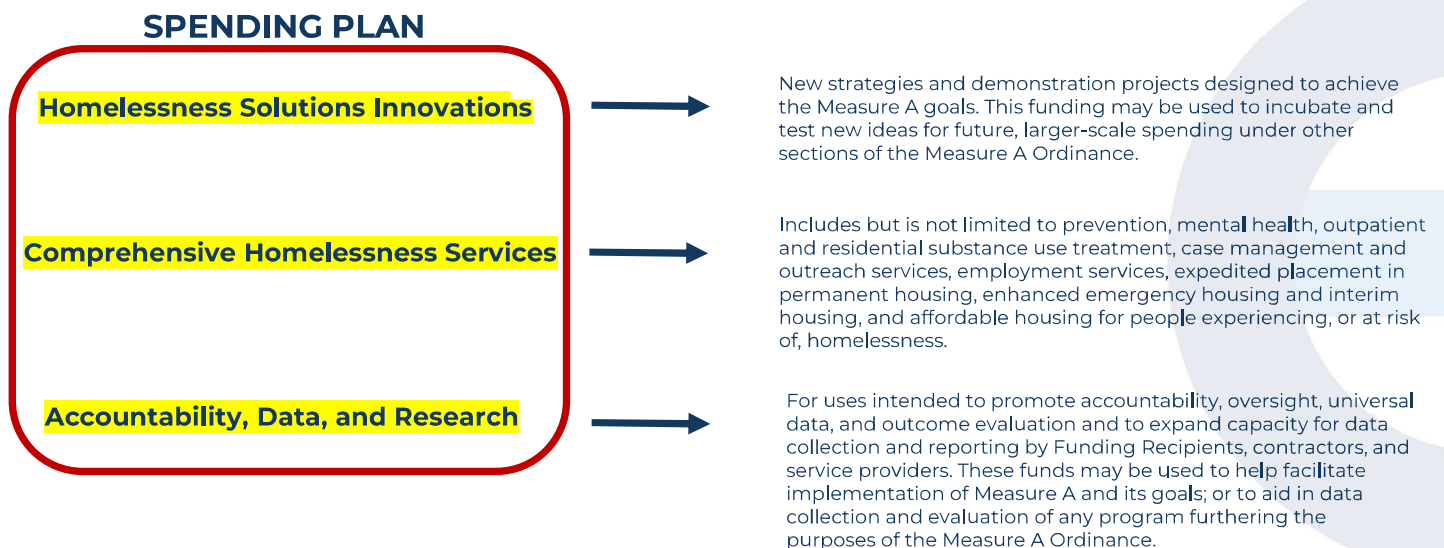
## Measure A Allocation (FY 2025-26)




# Measure A Spending Plan




## Spending Plan Buckets



# Current and Anticipated Fiscal Landscape

- 1. New and/or expanded cost obligations**
  - 2. Potential Measure A revenue shortfall**
  - 3. Loss of or reductions in state and federal funding streams**
- 

# Current and Anticipated Fiscal Landscape

- 1. New and/or expanded cost obligations**
    - Absorbption of the Interim Housing bed rate increase
    - Costs associated with provider wages, cost of living adjustments, and administrative allowances pursuant to the Measure A
    - Increased funding for supportive services in PSH units in compliance with legal settlements and agreements
- 

# Current and Anticipated Fiscal Landscape

## 2. Potential Measure A revenue shortfall

- Reduction in sales tax revenue collection that could continue into FY 2026-27
- Estimate is pending

# Current and Anticipated Fiscal Landscape

## 3. Loss or reductions in state and federal funding streams

### Funding Set to End

- American Rescue Plan Act (ARPA)
- Encampment Resolution Fund Rounds 2 and 3
- Housing for Healthy CA

### Known Funding Reductions

- Housing and Disability Advocacy Program (HDAP)
- Bringing Families Home
- CalWORKs Housing Support Program (HSP)
- Home Safe
- Homeless Housing, Assistance and Prevention (HHAP) Round 7

### Potential Funding Reductions or Losses

- CalAIM
- Ryan White Grant
- Emergency Solutions Grant (ESG)
- Housing Choice Vouchers
- HOME Investment Program
- Project-Based Vouchers
- Emergency Housing Vouchers
- Community Development Block Grant
- Housing Opportunities for Persons with AIDS
- Homeless Assistance Grants





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HOUSING  
FOR  
HEALTH

# Current Measure A-Funded Programs & Services

## What is currently being funded by Measure A?\*

\*Does not include Local Solutions Fund

### FY 2025-26 Measure A Spending: \$559M



#### HOUSE - \$405M

- ICMS & Rental Subsidies
- Client Engagement and Navigation Services
- Shallow Subsidies and TLS
- Interim Housing
- Emergency Housing
- Transitional Housing for TAY
- Host Homes for TAY
- Master Leasing
- Residential Property Services Section
- Permanent Housing for Older Adults
- Subsidized Housing (Individuals with SSI)
- Homeless Incentive Program



#### COORDINATE - \$11M

- Regional Coordination
- Youth Collaboration
- Education Coordinators
- CoC HUD Cash Match
- Planning Grant Renewal
- Youth Homeless Demonstration Program
- DMH's Referral, Access and Data Unit
- Faith-Based Coordinators
- Coordination for Veterans Document Readiness



#### STABILIZE - \$12M

- Benefits Advocacy
- Criminal Records Clearing
- Legal & Financial Services
- Employment and Income Support



#### CONNECT - \$60M

- Emergency Centralized Response Center
- Countywide Outreach
- Encampment Assessments
- Mobile Public Health Clinical Services
- Housing Navigation
- Safe Parking
- Veteran Call and Resource Centers
- Campus Peer Navigation



#### PREVENT - \$15M

- Homeless Prevention Unit
- Problem-Solving
- Homeless Prevention Case Management & Financial Assistance
- Youth Prevention & Family Reconnection
- Youth Homelessness and Prevention



#### OTHER EFFORTS - \$56M

- Pathway Home
- Continuums of Care
- Homeless Count
- HMIS
- Client Portal
- Accountability, Data and Research: Staff, Consultants
- Technology and Services
- Community Engagement
- Administration



For more details on  
FY 2025-26 spending

## What is currently being funded by Measure A ?\*

\*Does not include Local Solutions Fund

### FY 2025-26 Measure A Spending: \$559M

Highlights include:



Some of the figures above may reflect strategically braided HHAP funding.

## Current and Anticipated Fiscal Impacts

**Measure A is our most flexible resource, and it should be leveraged last.**

We will prioritize identifying and using more restrictive funding first to fill critical gaps and maximize available resources.

# Current and Anticipated Fiscal Impacts

We can't continue to fund the region as it currently exists due to future cost obligations, revenue shortfall and decreases in funding.

**The region must make strategic decisions about how we invest our limited resources.**

## Strategic Decision Making

### Measure A Spending Plan Rubric

- Given the fiscal landscape, we need to establish priorities and a transparent process to guide strategic spending decisions
- For example, priorities could include programs/services that:
  - Are literally keeping people permanently housed
  - Require a fund match to maximize state or federal funding
  - Reduce racial, ethnic, gender or other disparities
  - Strategically use Measure A

# Strategic Decision Making

## Why a funding rubric?

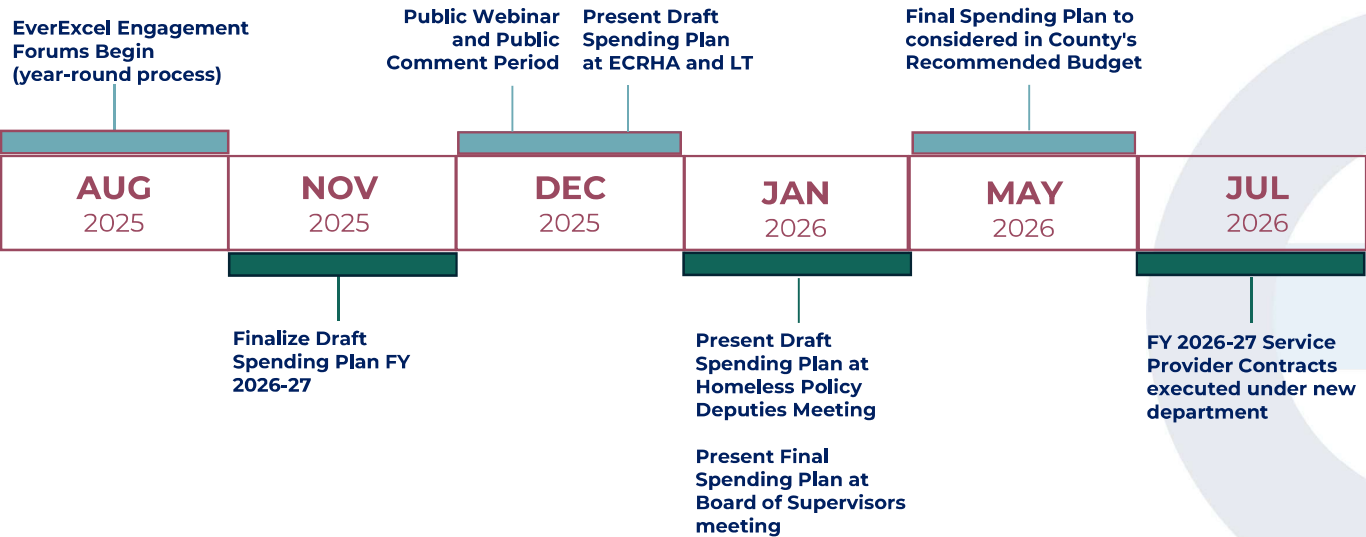
- Provides transparent criteria to assess funding in alignment with systemwide priorities
- Uses community and stakeholder input to inform strategic funding decisions
- Ensures equity remains central to policy, planning, and service delivery
- Will be public, used consistently, and adapted as needs and priorities evolve

## How to Stay Engaged

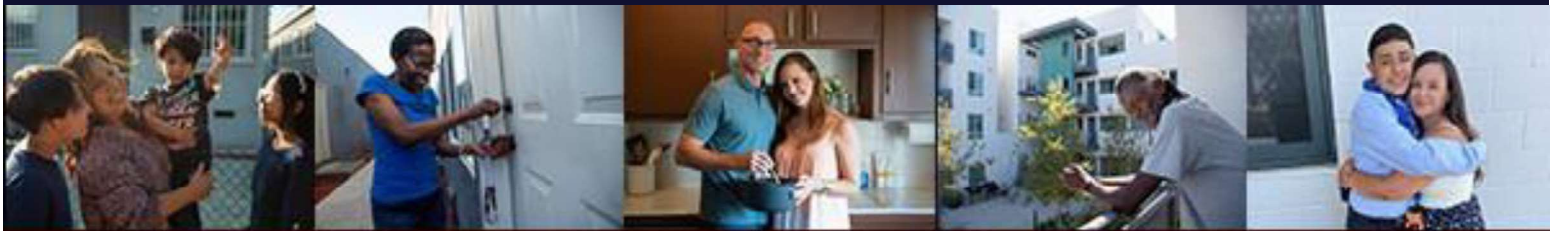
### Opportunities for Public Comment & Engagement

- Homeless Services and Housing Community Engagement (Change Well) – July 2025 to Jan 2026
- FY 2026-27 Measure A Spending Plan Engagement Forums (EverExcel) – August 2025 to August 2026
- Executive Committee for Regional Homeless Alignment
- Leadership Table for Regional Homeless Alignment
- Homeless Policy Deputies Meetings
- Board of Supervisors Meetings

# FY 2026-27 Spending Plan Timeline



# Thank You



County of Los Angeles  
**Homeless Initiative**





## Homeless Policy Deputies

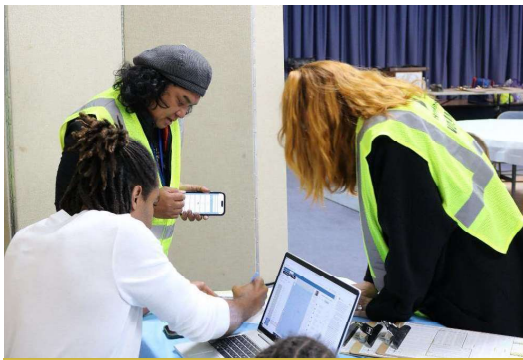
# 2025 Homeless Count

Los Angeles Homeless Services Authority

Paul Rubenstein, Deputy Chief External Relations Officer

Bevin Kuhn, Deputy Chief Analytics Officer

July 24, 2025



**LAHSA is deeply committed to producing the most accurate homeless count possible.**

2025 | GREATER LOS ANGELES HOMELESS COUNT

## Unsheltered Count

### 01 Data Reconciliation

- Our Data Reconciliation process is designed to identify and address inaccuracies, leading to the most reliable final count.
- Collaboration between Deployment Site Coordinators and volunteers is essential to ensure accurate data and continuous improvement in the Homeless Count process.

### 02 Esri App

- LAHSA switched to the Esri app to improve the accuracy of the data by mitigating the challenges of using a paper-based system.
- The methodology for the Count has not changed—only the tools have evolved to deliver more accurate, verifiable, and timely data.
- Relying solely on paper forms presents such challenges as illegible handwriting, tabulation errors, and a lack of precise location data to ensure tract coverage.



100% of HC25 data was entered digitally, with positive user feedback, enabling simpler, more efficient data reconciliation.

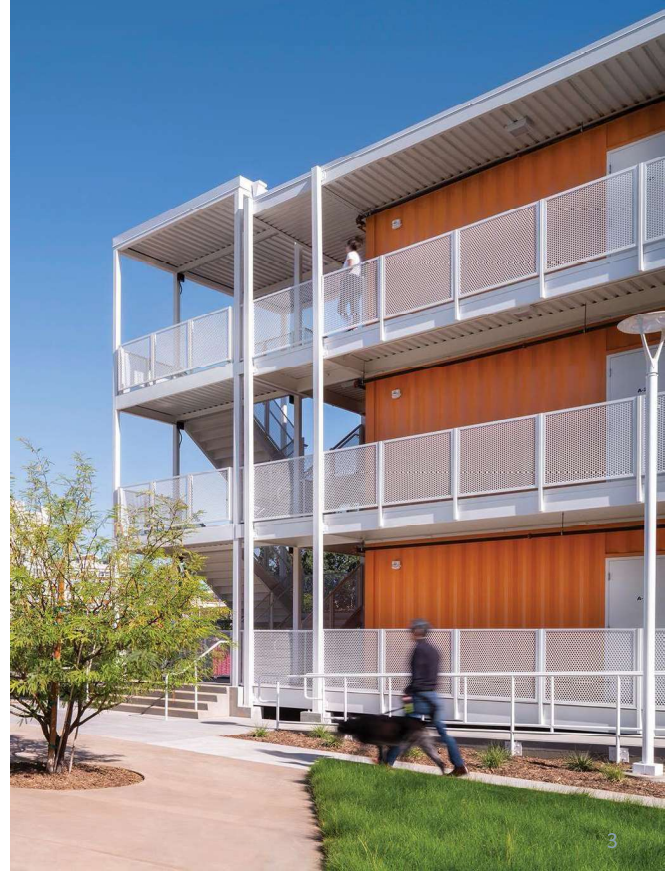


## Housing Inventory Count

The **Housing Inventory Count (HIC)** component of the Greater Los Angeles Homeless Count is a snapshot of all available beds and units in the Los Angeles Continuum of Care (LA CoC) for people experiencing or who have experienced homelessness.

Data comes from administrative sources: HMIS and direct reports from non-HMIS shelter providers. It is vital for two main reasons:

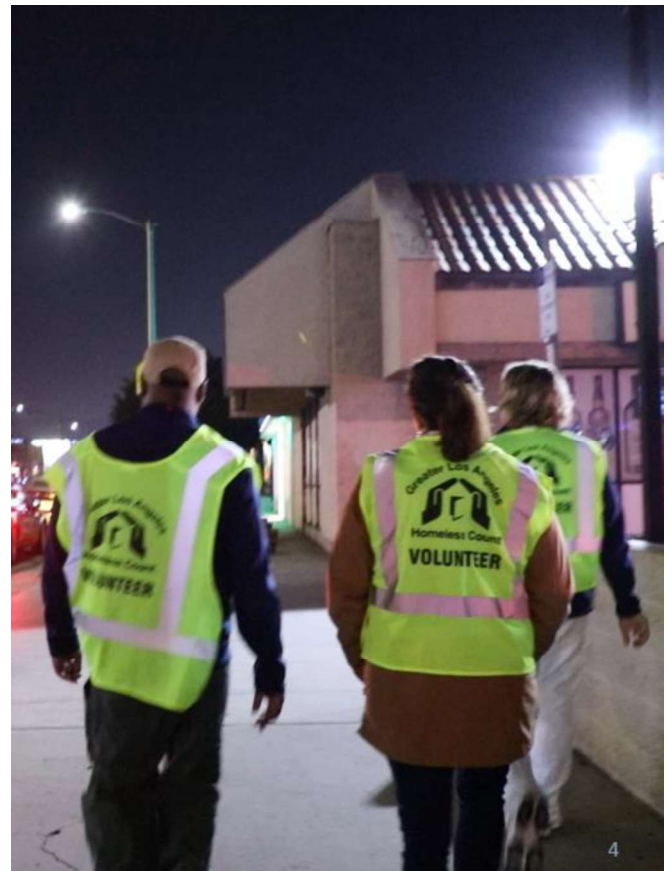
- **Nationally:** It's submitted annually to the Department of Housing and Urban Development (HUD).
- **Locally:** Stakeholders use HIC data for planning and advocating for the local homeless response system.



## 2025 Count Key Improvements:

In response to stakeholder feedback, including from the Board of Supervisors, LAHSA made notable changes in these areas for 2025:

- **Enhanced Volunteer Experience:** Simplified sign-up, sign-in, and training through a new website and improved app, eliminating redundant accounts and QR codes.
- **Smarter Count Technology:** Volunteers and coordinators could track progress in real time, reducing mapping errors and ensuring a smoother count.
- **More Efficient Data Management:** A custom-built dashboard provided instant updates, minimizing bottlenecks and increasing confidence in data accuracy.
- **Seamless Coordination:** Deployment Site Coordinators received personalized training, online resources, and office hours, improving preparedness.



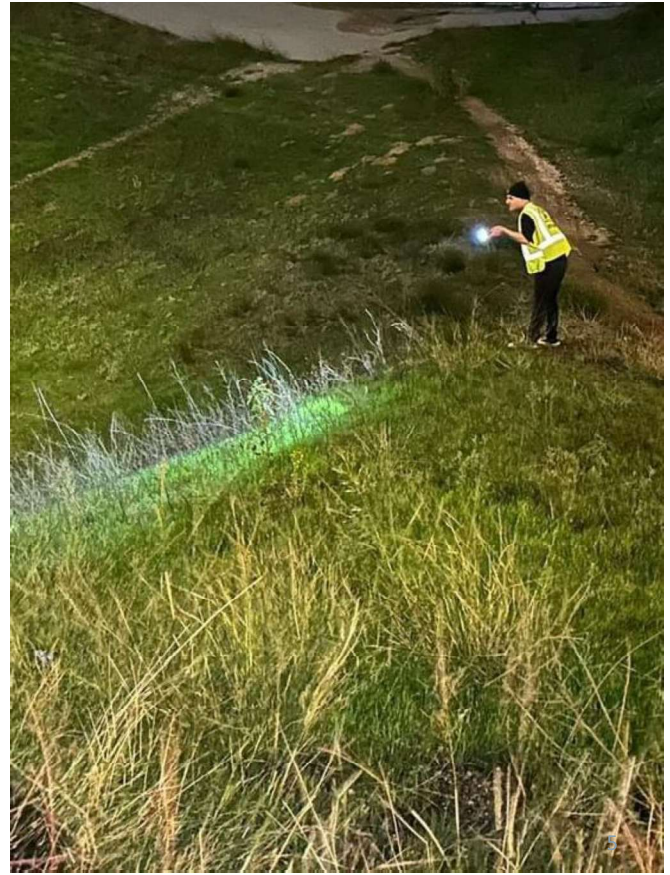
## The Count is best interpreted as a snapshot of homelessness at the regional level

The count undergoes extensive quality control and statistical calculation to provide a countywide view. However, it is not as useful for neighborhood-level homelessness.

Over the years, individual communities have established local counts that add detail and nuance to neighborhood-level understanding.

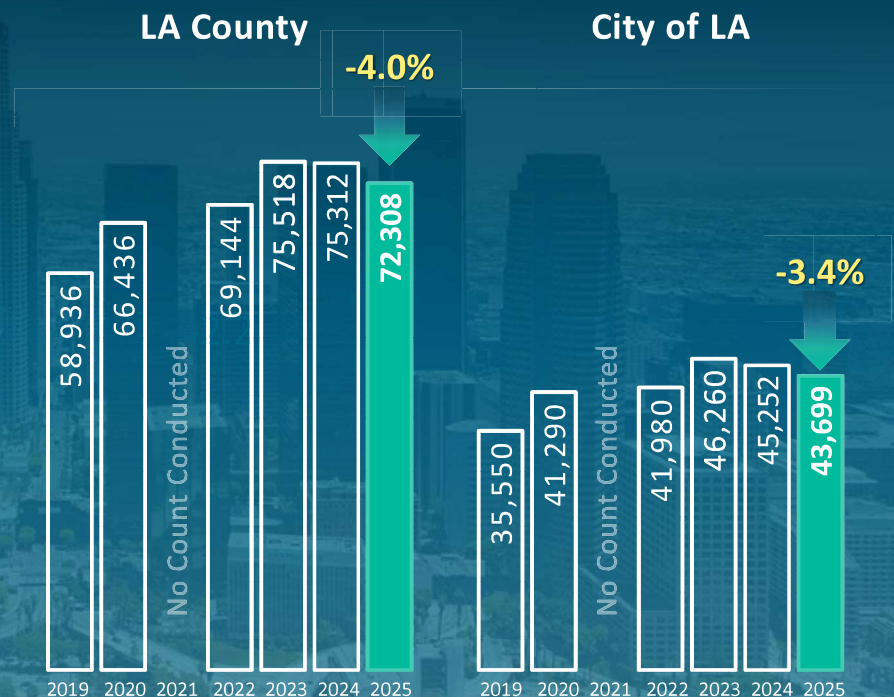
### Count vs. Census

- LAHSA has heard requests from some jurisdictions for a census vs. the count. Additional resources would be required to conduct a local-level census across the CoC.



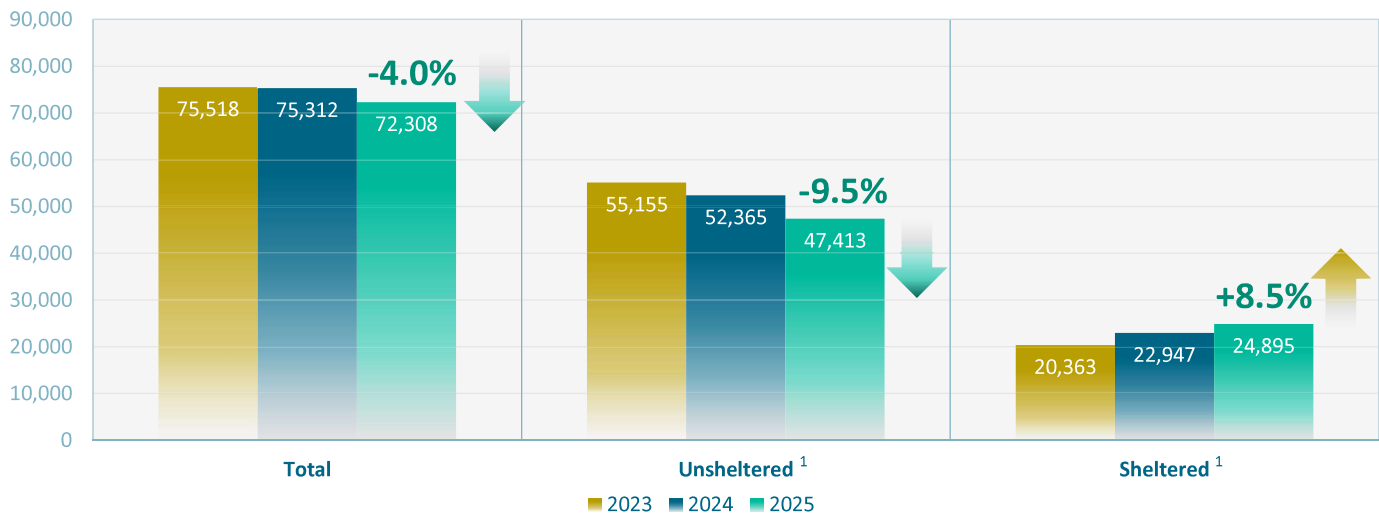
Deep collaboration, focused emergency response, and innovative programming caused homelessness to **decline by 4.0% in LA County** and **3.4% in the City of LA.**

Note: The 2025 Homeless Count was conducted on February 18 – 20, 2025.





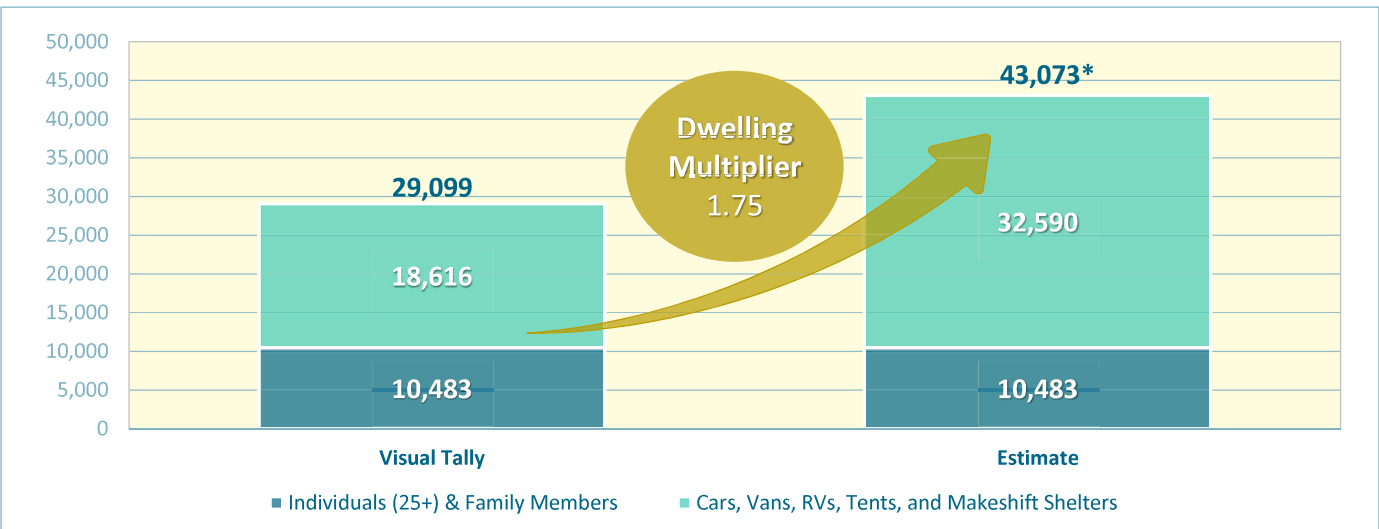
Unsheltered homelessness across LA County has dropped by 9.5%, and is down 14% over the last two years. Meanwhile, the number of people in shelter rose by 8.5% in 2025.



<sup>1</sup> Unsheltered numbers are an estimate, while Sheltered numbers come from administrative data.

Survey data is used to determine how many people are living within each vehicle, tent and makeshift shelter

2025 Point-in-Time Count: Estimating People Based on Dwelling Counts



\*The 95% confidence interval is 41,822 to 44,250.

## Service Planning Areas (SPAs) Estimates

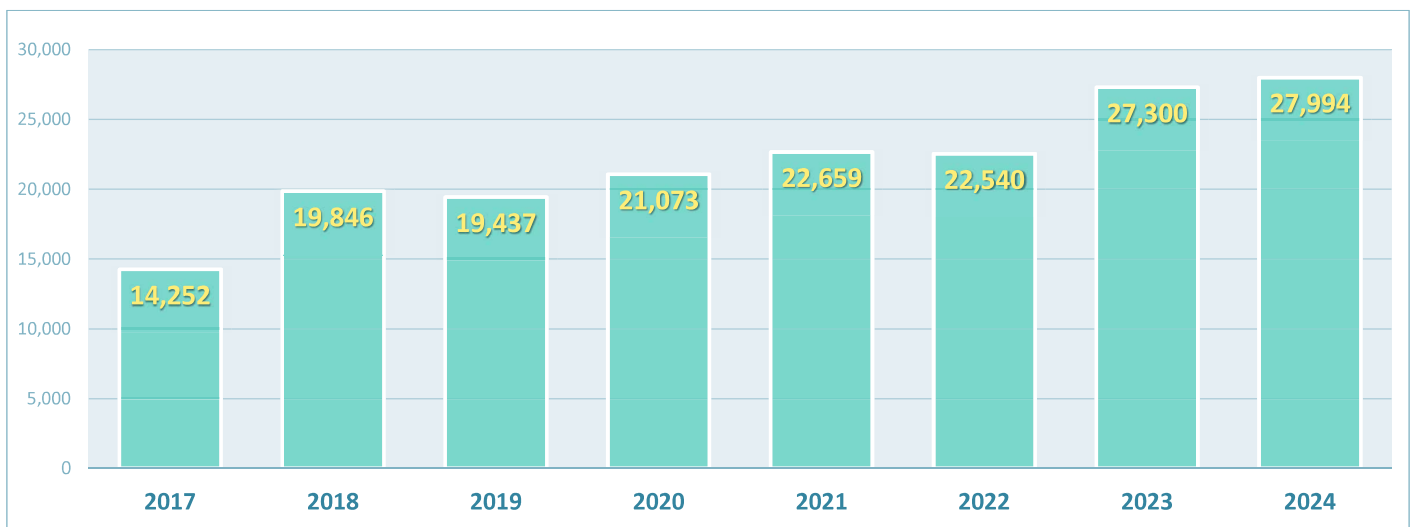
SPA	2024			2025			Unsheltered Change	Sheltered Change	Total Change
	Unsheltered People	Sheltered People	Total People	Unsheltered People	Sheltered People	Total People			
<b>SPA 1</b> Antelope Valley	5,538	1,134	<b>6,672</b>	5,465	1,288	<b>6,753</b>	-73	154	81
<b>SPA 2</b> San Fernando Valley	6,997	3,704	<b>10,701</b>	6,692	4,067	<b>10,759</b>	-305	363	58
<b>SPA 3</b> San Gabriel Valley	3,630	1,213	<b>4,843</b>	3,152	1,335	<b>4,487</b>	-478	122	-356
<b>SPA 4</b> Metro	12,185	6,204	<b>18,389</b>	10,324	6,631	<b>16,955</b>	-1,861	427	-1,434
<b>SPA 5</b> West	4,143	1,240	<b>5,383</b>	4,048	992	<b>5,040</b>	-95	-248	-343
<b>SPA 6</b> South	8,682	5,204	<b>13,886</b>	8,161	5,437	<b>13,598</b>	-521	233	-288
<b>SPA 7</b> East	4,342	1,557	<b>5,899</b>	3,104	1,757	<b>4,861</b>	-1,238	200	-1,038
<b>SPA 8</b> South Bay	3,992	1,436	<b>5,428</b>	3,469	1,996	<b>5,465</b>	-523	560	37

SPA 1  
Antelope ValleySPA 2  
San Fernando ValleySPA 3  
San Gabriel ValleySPA 7  
East

South Harbor

<sup>1</sup> SPA 2 excludes data from Glendale CoC<sup>2</sup> SPA 3 excludes data from Pasadena CoC<sup>3</sup> SPA 8 excludes data from Long Beach CoC

**In 2024, the rehousing system recorded an all-time high number of permanent housing placements.\***



\*Note: Data provided courtesy of County Information Officer. It is possible for one person to have multiple permanent housing placements in a year.

## Sustaining Progress

### The 2026 Count and Beyond

**LAHSA is working to maintain momentum for the CoC:**

#### HC 2026:

- Areas of LAHSA focus for enhancement:
  - Volunteer recruitment
  - Pre-deployment
  - Inclusive adjustments to the demographic survey
- Funding and leveraged resources
- Staff support to complete all counts

#### HC 2027:

- Re-Procurement
- Full-cost funding



# Measure A Implementation Update

## Homeless Policy Deputies' Meeting

Kristen Aster, Executive Director, Executive Committee for Regional Homeless Alignment  
LA County Homeless Initiative



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## Measure A: ECRHA Roles

### Executive Committee on Regional Homeless Alignment

- Evaluate progress toward goals, with an emphasis on goals 1, 2, and 3.
- **Formulate baseline and target metrics** no later than April 1, 2025.
- Make recommendations to the County on the regional plan.
- Develop best practices for standardization of care.
- **Oversee and make recommendations regarding the expenditure of funds** allocated to the County and LACDA.
- **Make recommendations to the BOS and LACAHSa to redirect funds** to or away from specific programs for which target metrics have not been achieved by December 31, 2030.
- **Formulate new baseline and target metrics** informed by annual evaluations and program performance no later than October 1, 2031.
- **Evaluate progress toward these new metrics** at least every 5 years thereafter and make recommendations to the Board of Supervisors and LACAHSa.
- **Make recommendations** on the annual evaluation agenda.

# Measure A: Implementation

Today's Presentation:

- Measure A Goals and Target Metrics
- Best Practices for Standardization of Care
- Responsive Regional Plan

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## Measure A: Goals

1. Increase the number of people **moving from encampments into permanent housing** to reduce unsheltered homelessness
2. Reduce the number of people **with mental illness and/or substance use disorders** who experience homelessness
3. Increase the number of people **permanently leaving homelessness**;

ECRHA

4. Prevent people from **falling into homelessness**; and
5. Increase the **number of affordable housing units** in Los Angeles County.

LACAHSA

See here: <https://homeless.lacounty.gov/responsive-regional-plan/>

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## Measure A: Metrics Progress

- **March 25:** Baseline and target metrics adopted by the Board of Supervisors
- ***In development:*** Public progress tracker for metrics
- **October 31:** Initial progress update due to ECRHA
- **Annual:** progress reports to ECRHA every October

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## Best Practices for Standardization of Care (BPSC): Measure A requirements

Measure A requires the Executive Committee for Regional Homeless Alignment, with input from the Leadership Table, to “*develop best practices for standardization of care, including but not limited to connections to behavioral and mental health, medical care, and other services. These best practices should include guidance and key performance indicators for contractors and Funding Recipients.*” (Section 3.C)

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# BPSC ECRHA & BOS Report Back Requirements

- Progress to establish **practice standards and performance indicators** that will ensure funded strategies contribute to Measure A's regional goals, including equity goals.
- The standards recommended by the Committee should be added to service contracts that are funded through Measure A to ensure regional alignment on practice standards and **data collection and reporting to monitor progress**.
- Possible **enhancements to the regional plan** that deepen data collection and operational coordination and further elevate opportunities for alignment between jurisdictional partners.
- A recommended **standing process** to identify and recommend areas for jurisdictions to better align policy and program design, collaborate to remove roadblocks and scale effective programs, identify opportunities for system and cost efficiencies, and drive investment toward greatest impact.
- LA County CEO-Homeless Initiative and DHS-Housing for Health, in consultation with the BPSC Committee, to provide a **written report to the Board of Supervisors** detailing the standards of care, how they align with the Measure A goals, and how the standards will be incorporated into the contracts executed for Fiscal Year 2026-2027.

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## BPSC Committee Members

### Chair

- Nithya Raman, *City Councilmember*, Los Angeles City Council, CD 4

### Vice Chair

- Celina Alvarez, *Executive Director*, Housing Works

### Committee Members

- Dr. Etsemaye Agonafer, *Deputy Mayor of Homelessness & Community Health*, City of Los Angeles
- Dr. Va Lecia Adams-Kellum, *CEO*, Los Angeles Homeless Services Authority (LAHSA)
- Kathryn Barger, *LA County Supervisor*, LA County Board of Supervisors, SD 5
- Lourdes Castro Ramirez, *President & CEO*, Housing Authority of the City of Los Angeles (HACLA)
- Dr. Jackie Contreras, *Director*, LA County Department of Social Services (DPSS)
- Marisa Creter, *Executive Director*, San Gabriel Valley Council of Governments
- Sarah Dusseault, *Co-Chair*, Blue Ribbon Commission on Homelessness
- La'Toya Cooper, *Lived Experience Representative*, LA Emissary & Homeless Youth Forum of Los Angeles/Alexis Obinna, *Lived Experience Representative*, Homeless Youth Forum of Los Angeles
- Dr. Barbara Ferrer, *Director*, LA County Department of Public Health (DPH)
- Dr. Christina Ghaly, *Director*, LA County Department of Health Services (DHS)
- Darren L. Hendon, *Director of Programs*, Veteran Social Services, Inc.
- Tiena Johnson Hall, *General Manager*, Los Angeles Housing Department (LAHD)
- Amara Ononiwu, *Co-Chair*, Faith Collaborative to End Homelessness
- Jose Osuna, *Director of External Affairs*, Brilliant Corners
- Miguel A. Santana, *President & CEO*, California Community Foundation
- Cheri Todoroff, *Executive Director*, LA County Homeless Initiative
- Dr. Lisa H. Wong, *Director*, LA County Department of Mental Health (DMH)
- Health Care in Action or USC Medical Center Representatives

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# BPSC Committee Process

## Phase 1: Establish Draft Shared Performance Measures

*April – September 2025*

- Review existing Scopes of Required Services and best practice standards
- Engage providers, departmental operational leads, local jurisdictions, subject experts, and people with lived experience to inform performance targets
- Consider draft shared performance measures for implementation research

## Phase 2: Implementation + Feasibility Research + Refinements

*August 2025 – Spring 2026*

- Finalize data gathering, analysis, and reporting plan (with Data Sub-Committee and Equity Sub-Committee)
- Refine and finalize measures through an analysis of needed workforce support, funding alignment, system capacity, and operational considerations
- Develop qualitative measures
- Develop plan to integrate performance targets into provider contracts

## Phase 3: Implementation + Ongoing Performance Monitoring + Learning + Refinement

*Summer 2026 - ongoing*

- Incorporate performance targets into provider contracts and/or into funding recipients' workflow, as appropriate, and implement strategies to support regionally consistent service delivery, as needed
- Determine longer term coordination and development needs for standards of care
- Begin regular public reporting for all performance targets (reporting for existing measures to begin first)
- Regularly review performance data and qualitative measures to inform regional performance management, learning, and refinement

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## Measure A: Regional Plan

"Adopt a regional plan that aligns with the regionally coordinated plan required by Health and Safety Code section 50230 et seq. If another funding source mandates a countywide plan that includes housing and homeless services systems, that plan may serve as the regional plan this section requires. The regional plan should establish regional goals and objectives to reduce homelessness and increase the supply of affordable housing, which goals and objectives are consistent with the goals established under section 4 of this Ordinance."

*Section 6, Clause A, Number 5*



A living **Responsive Regional Plan** gives us the ability to align and leverage collective efforts of all jurisdictions and unincorporated areas of the homeless service delivery system countywide.

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## **Board of Supervisors Approval of the Responsive Regional Plan Framework**

**The Board approval of the Responsive Regional Plan on March 25<sup>th</sup>, 2025, included:**

### **I. Measure A Responsive Regional Plan framework**

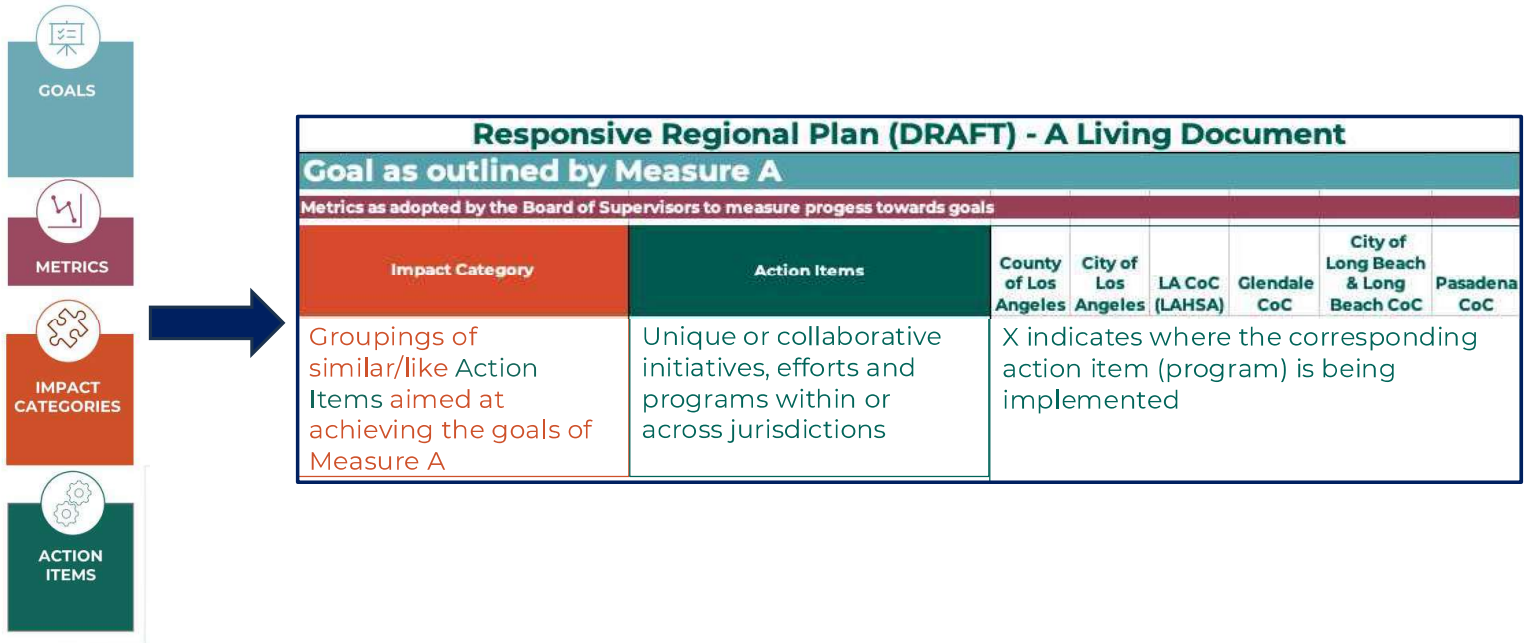
- Data from HHAP as a starting point for collection and organization of regional data from all jurisdictions and unincorporated areas across LA County

### **II. Steps for full implementation of the Responsive Regional Plan**

- Collection of additional data from jurisdictional partners to build a more comprehensive and inclusive version of the Responsive Regional Plan; and
- Development of a process for continual updates from jurisdictional partners, creating a “living” Responsive Regional Plan

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# Navigating the Responsive Regional Plan



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## ECRHA Mandate for BPSC Committee

### ECRHA requested that BPSC:

- Report back to ECRHA on **possible enhancements to the Responsive Regional Plan that deepen data collection** and operational coordination and further elevate opportunities for alignment between jurisdictional partners.

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# Next Steps & Timeline: Responsive Regional Plan

## August:

- Propose enhancements based on BPSC Committee Feedback
- Report on proposed enhancements and data collection plan to ECRHA

## September

- Begin implementation and data collection (*proposed*)

## November

- Launch public platform in November (*proposed*)

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# Thank You



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