

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, September 25, 2025
Time: 2:00 – 4:00 PM
Location: Kenneth Hahn Hall of Administration
500 West Temple St.,
ROOM CHANGE: Room 140-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

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Lilit Bagdzhyan, Fifth District
II.	New Department of Homeless Services and Housing Update	Epifanio Peinado Temporary Services Administrator, CEO Implementation Team Leepi Shimkhada Interim Director, Housing for Health, Los Angeles County Department of Health Services Elena Fiallo Managing Director, Change Well Rebecca Watson Managing Director, Change Well
III.	Measure A Spending Plan Process FY 2026-27	Sarah Mahin Director, Los Angeles County Department of Homeless Services and Housing
IV.	Items Recommended for Future Discussion	

V.	Public Comment*	
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* 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: October 9, 2025

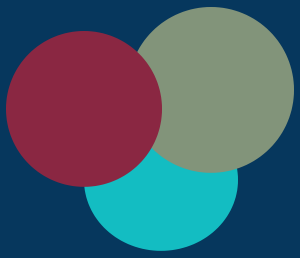
Community Engagement Update

Homeless Policy Deputies
Los Angeles County Board
of Supervisors

September 25, 2025



Change Well Project's Role

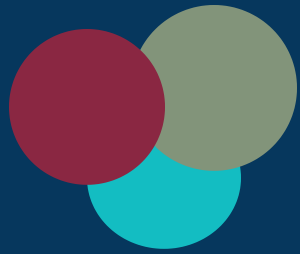


CWP is supporting the County's commitment to **people, providers, and public accountability** by facilitating a community engagement process that is **inclusive, accessible, and grounded in real-world expertise.**

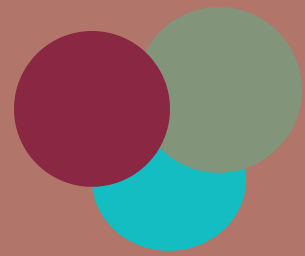


Our role is to **facilitate input** and **elevate insight** from across the community and **build consensus** to ensure the department is built on a strong foundation of **collaboration, effectiveness, and accountability.**

High-Level Community Engagement Plan



Discovery & Community Engagement



Discovery
Phase &
Community
Engagement

2-Day
Community
Workshops

Virtual
Community
Report Back

1-Day
Community
Workshops
North & South
Counties

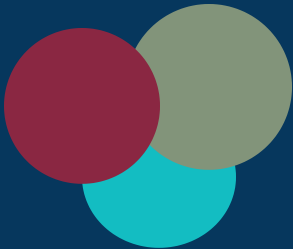
Countywide
Community
Engagement
Report Back

Summary
Report &
LA County
Ongoing
Report Back

Priorities during Discovery Phase:

- Synthesizing past reports & community recommendations as a foundation for the two-day workshops
- Receiving and integrating feedback on the proposed community engagement process
- Surfacing the issues that are high priority for each region or community to discuss during the two-day workshops
- Working with regional coalitions and collaboratives to nominate representatives to participate in the two-day workshops

Engagement Dashboard

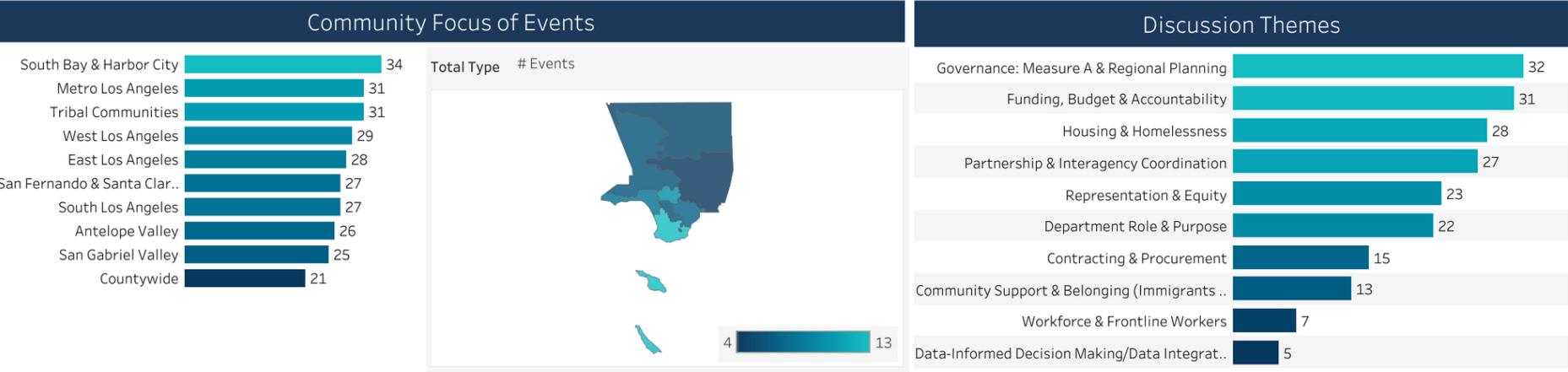
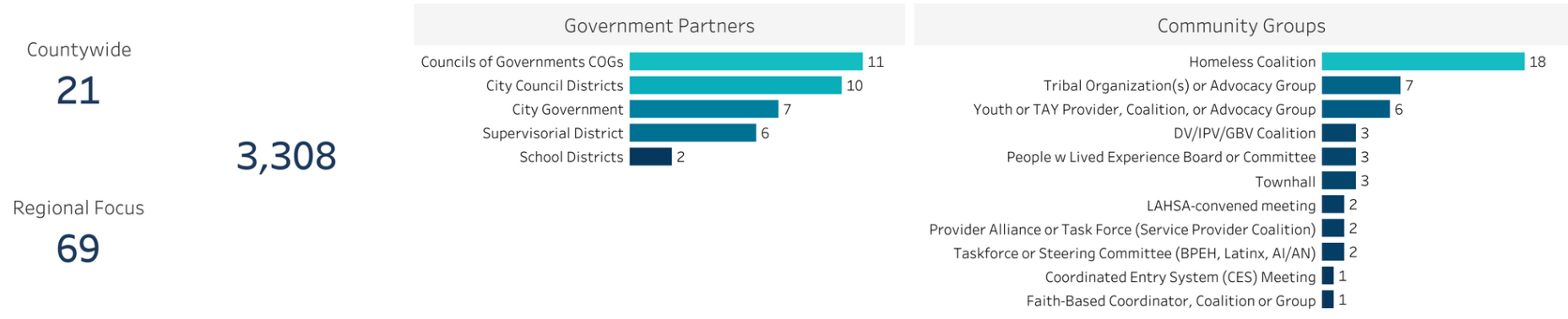


Community Engagement on the New Department of Homeless Services & Housing

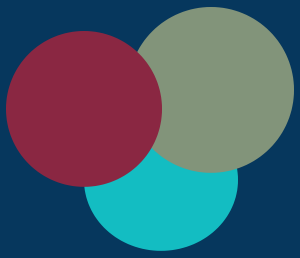


Event Details Participant Feedback

Total Events Total People Reached Groups Engaged



Participant Survey Feedback



Community Engagement on the New Department of Homeless Services & Housing

Participant Feedback

Event Details

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Responses

Engagement Timeline (click to filter)

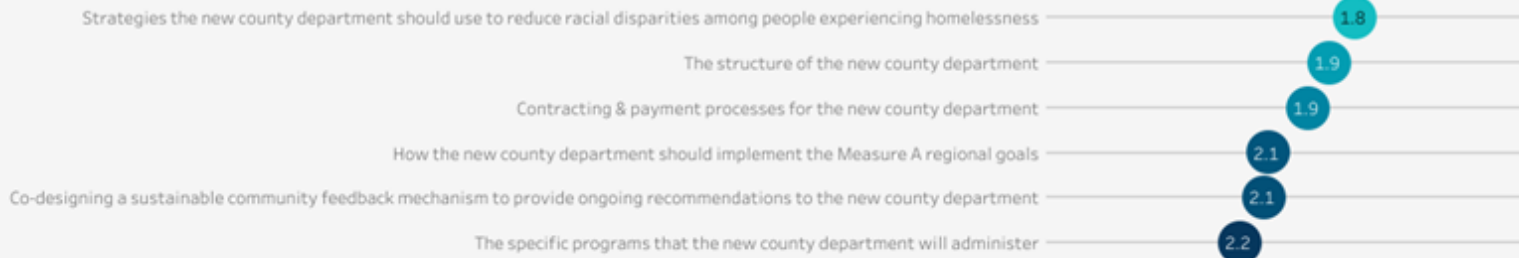
161



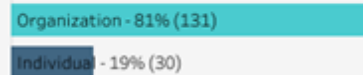
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SPA

Feedback Priorities (Rank top 3 - Lower rating is higher priority)



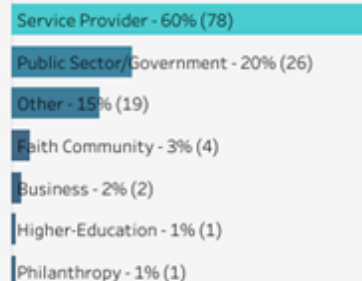
Representation



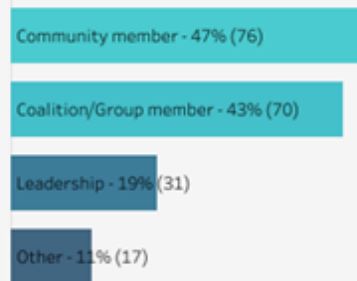
Area Represented



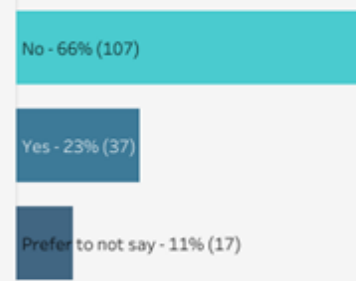
Sector



Participant Role



Experienced Homelessness



© Mapbox © OSM

Date Updated: August 26, 2025



PHASE I REPORT-BACK

Overarching Challenges



01

Challenge:

Timing-- during the summer & short timeline

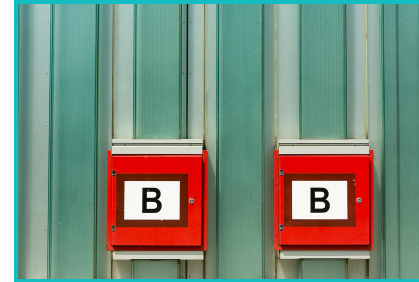
Response:

Scheduled individual & small group presentations; set up special sessions

Challenge:
Service Provider
Capacity/Burnout for
Engagement Events

Response:

Created engagement plan that offers multiple modes of engaging



03

Challenge:

Confusion/duplication of community engagement

Response:

Collaborated, cross-promoted efforts & provided clear explanations

Challenge:
Outreach to
Unincorporated
Communities & Immigrant
Communities

Response:

Created specific engagement plans for each

04



Feedback On the Engagement Plan

- Concerns that the HSH implementation timeline may not align with community engagement, risking perceptions of tokenism.
- Barriers to participation, including inadequate compensation, scheduling conflicts for Transitional Age Youth.
- Safety concerns for immigrant communities.
- Participants lacked clarity on how previous community input informed decision-making, which contributed to mistrust
- Monthly town halls starting in July. These town halls are specifically designed to gather community feedback on items that are on an accelerated timeline.
- Ensured stipends for lived experts were sufficient, and transitioned engagements to virtual formats to make them more accessible.
- CWP is collaborating with trusted messengers who work with immigrant communities to schedule virtual events as an alternative to in-person sessions.
- CWP is developing public-facing dashboards and reports to demonstrate how community feedback informs decision-making.

Town Halls

- July 22, 2025
How Should the Department Organize Its Work?
- August 20, 2025
Housing for Health Master Services and/or Housing Master Agreement (SHSMA)
- September 15, 2025
Measuring Success in the Departments of Homeless Services and Housing

Change Well Project co-hosts the monthly town halls with HSH to gather community feedback from a broad audience.

Community Priorities

New Department Formation & Structure



- Ensure clear goals, operations & transparent success metrics
- Build geographic presence along with systems approach

Oversight & Accountability



- Create transparency & accountability in contracting, resource allocation and outcomes reporting

Recognize unique vulnerabilities & needs



- Develop outreach strategies, housing options & support services that are tailored by population and are culturally responsive

Equity & Inclusion



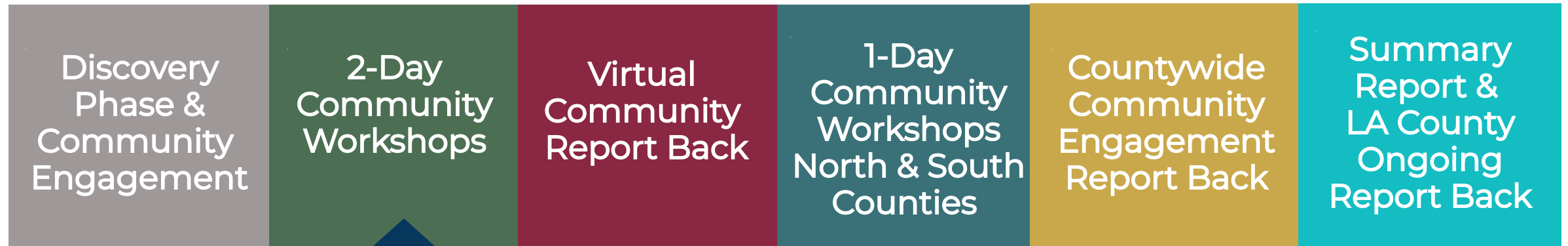
- Ensure equitable access through policies, practices & funding models
- Address equity in funding & resource allocation with community input

Coordination & Collaboration



- Create clarity in communicating HSH role and roles of system partners
- Prevent duplication of effort & encourage collaboration

High-Level Community Engagement Plan



Complete

September
SPAs 1, 2, 4, 7

October
SPAs 3, 5, 6, 8

Thank You

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Department of Homeless Services and Housing
Summary Report for Phase I – Discovery and Community Engagement

Background

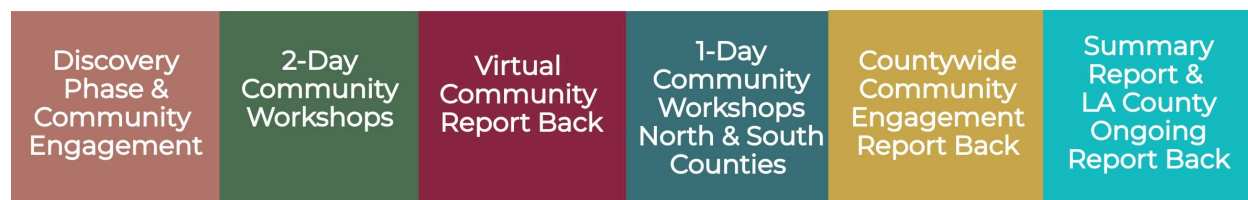
Change Well Project (CWP) was contracted to support the new County Department of Homeless Services & Housing's (HSH) commitment to community members, providers, and ensure public accountability.

CWP designed a community engagement process that is inclusive, accessible, and grounded in the real-world expertise of those who interact with the homeless system of care every day—whether they're providing services or seeking them.

CWP's role is to facilitate processes where community members and providers alike can problem-solve and design solutions for HSH to consider for implementation. CWP is focused on ensuring that input can be shared honestly, insight can rise to the surface, and consensus can be built at every level of engagement.

This is a countywide effort to bring people together—across unincorporated areas and cities, various sectors, and lived experiences—to help design a department reflective of the actual needs of people who need services and housing, as well as the people working to assist unhoused members of our community. We know the knowledge to build a responsive and effective department already exists in our communities. This process involves surfacing existing knowledge, identifying where barriers still exist, shaping clear and practical solutions, and building consensus to ensure a shared understanding and agreement on what emerges.

The engagement plan is structured in phases, starting with discovery and alignment, then moving into community-led design, and concluding with opportunities to refine and strengthen the recommendations before they are finalized.



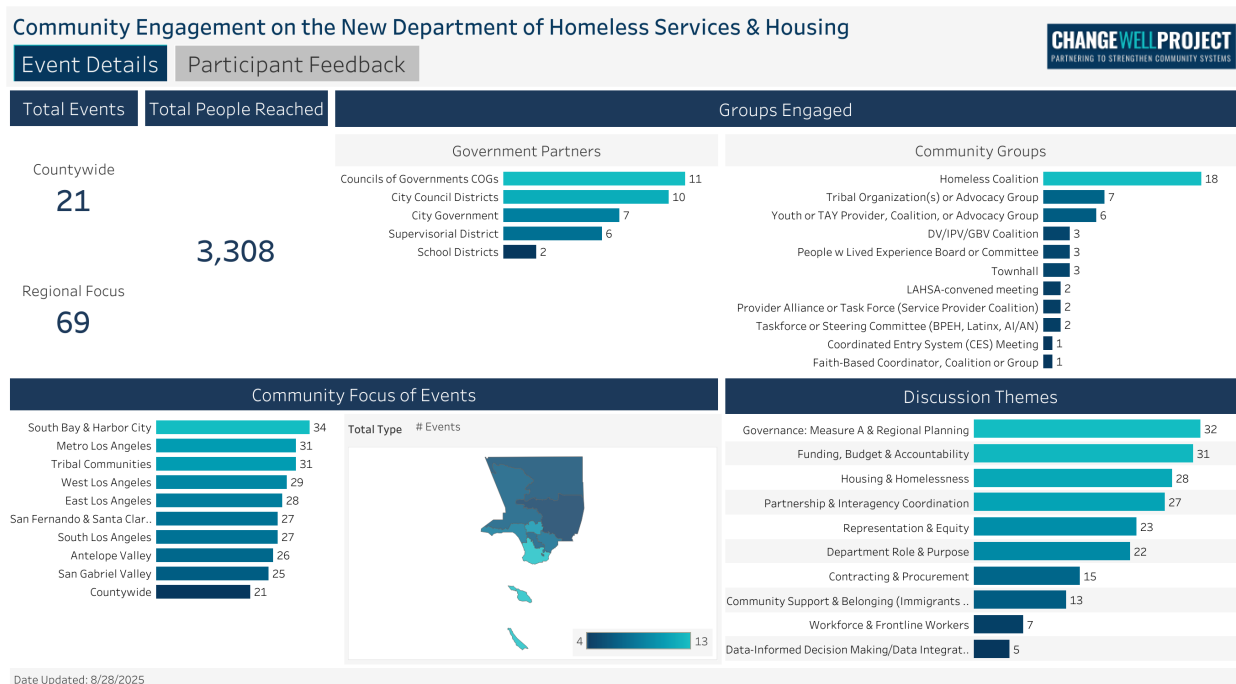
Discovery & Community Engagement

This phase was centered on deep learning and discovery—taking stock of the work already underway so we are not retracing steps or repeating questions that have been answered through previous community engagements. It was also about recognizing who needed to be at the table and starting early conversations to shape the process. During this time, we focused on aligning with ongoing efforts, strengthening the relationships that already existed, and

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making sure the insights that were contributed in past conversations and processes were not only acknowledged but also actively woven into the foundation of what came next. This report focuses on what we accomplished and what we learned during the first phase of the engagement. To help visualize CWP's accomplishments, the following [Community Engagement Dashboard](#) was developed.



The community engagement events for the HSH reached 3,308 people through various venues, including sixty-nine (69) regional-specific and twenty-one (21) countywide events. These included one-on-one meetings, small and medium-sized group presentations, and large-capacity town hall events. The events engaged a broad range of communities within Los Angeles County and covered all eight (8) Service Planning Areas (SPAs).

To reach a broad audience in a condensed time frame, the focus was on leveraging the networks within existing coalitions, cross-sector tables, and population-focused or affinity groups, such as Homeless Coalitions, DV/IPV/GBV coalitions, LA Emissary, and the Lived Experience Advisory Board (LEAB).

Additionally, government partners, including Councils of Governments (COGs), City of Los Angeles Council Districts, Supervisorial Districts, city governments, school districts, and Tribal communities, were also included.

This strategy successfully reached organizations deeply involved in the rehousing system, including those partnering in coalitions and affinity groups.

Overall Challenges in Phase 1

Timing: Although the CWP contract was executed within a few weeks, it was challenging to meet with many groups, as summer vacations were ramping up and some groups had summer recesses or already full agendas. In response, we coordinated individual or small group presentations with many individuals and groups and hosted special sessions for groups outside of their regularly scheduled meetings or during the summer recess.

Service provider capacity: Service providers shared concerns about the timing of their involvement in shaping the new department. While they value community engagement, many expressed that they are already being asked to provide input across multiple spaces, which feels overwhelming on top of budget cuts, staff layoffs, and the urgent responsibility of preventing program participants from falling into homelessness.

Burnout and duplication: Multiple community engagements on similar topics are happening simultaneously, managed by different consultants. In response, we collaborated, cross-promoted, and explained how various community engagement initiatives are interconnected.

Community confusion: Community members were unsure of the relationship between the various efforts. In response, we collaborated, cross-promoted, and clearly explained how these initiatives connect.

Feedback on the Community Engagement Plan

During each meeting, verbal feedback was solicited on the engagement plan, plan logistics were reviewed, a nomination process was discussed, and the top priorities for each community group were identified.

Stakeholders raised concerns that the HSH implementation timeline may not align with community engagement, risking perceptions of tokenism. They also cited barriers to participation, including inadequate compensation, scheduling conflicts for Transitional Age Youth, and safety concerns for immigrant communities. Additionally, participants noted that they had participated in and provided substantial feedback and recommendations in past County engagements yet still lacked clarity on how community input informed decision-making, which contributed to mistrust.

How the Plan was Adapted to be Responsive to Feedback

In response to the main and pressing concern raised about the timeline for community engagement, Change Well Project partnered with the new Department to host monthly town halls starting in July. These town halls are specifically designed to gather community feedback on items that are on an accelerated timeline.

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- July Town Hall – Change Well Project and HSH cohosted its first town hall, attracting over 1600 registered participants and more than 600 attendees. The event focused on collecting feedback about the functions and structure of the new department. CWP used two methods to gather data on the initial version of the new department’s organizational structure: (1) we led eleven virtual small group discussions, asking two questions to over 450 participants, and (2) we distributed a brief survey with the same questions, which received 125 responses.

We asked both small group discussion and survey participants to review the functional org chart released on February 28, 2025, and then respond to questions about what functions were missing and how HSH should organize its work. [See the summary report here.](#)

- August Town Hall- The second town hall, held on August 20, 2025, by the Department of Homeless Services and Housing (HSH) and Change Well Project, focused on the existing Housing for Health (HFH) Supportive Housing and/or Services Master Agreement (SHSMA). Three hundred and eighty-seven (387) people registered for the event, with two hundred and forty-five attending. HSH provided an overview of how the SHSMA functions, why it is an effective model, and how HSH plans to leverage this model as it establishes the new department. We facilitated ten (10) breakout groups to have discussions about issues and concerns from existing HFH Providers and barriers to accessing the SHSMA for non-contracted providers. [See the summary report here.](#)

Other Adaptations to the Engagement Plan

- CWP ensured that stipends for lived experts were sufficient, and we later transitioned engagements from in-person to virtual formats to make them more accessible.
- CWP is collaborating with trusted messengers who work with immigrant communities to schedule virtual events as an alternative to in-person sessions. We are responding to the clear feedback to create a parallel, safe space where immigrant community members can participate in a virtual space given the concerns regarding in-person events.
- CWP is collaborating with the new department to develop public-facing dashboards and publicly available reports, thereby closing the loop and demonstrating how community feedback informs decision-making.
- We recognized the need to ensure representation by individuals that understand the specific community needs in unincorporated areas of the County. We are ensuring representation by service providers that provide services in unincorporated areas. Additionally, with the collaboration of CEO-HI, we are inviting additional local representatives from unincorporated areas to the two-day workshops.
- CWP reviewed previous reports and recommendations and created a summary of high-level themes raised through the excellent work of working groups such as Black People Experiencing Homelessness, LATINX, and American Indian/Alaska Native. This

summary directly informs Phase II of this engagement plan, generating questions for each region to develop solutions. [See the summary report here.](#)

Community Priorities and Common Discussion Themes

Many of the themes discussed with community groups and coalitions during this phase were also transformed into design questions for the next stage of engagement. Highlights include:

- Community Support & Belonging (Immigrants & Underserved Populations) **(13)**
- Contracting & Procurement **(15)**
- Data-Informed Decision Making / Data Integration **(5)**
- Department Role & Purpose **(22)**
- Funding, Budget & Accountability **(31)**
- Housing & Homelessness **(28)**
- Governance: Measure A & Regional Planning **(32)**
- Partnership & Interagency Coordination **(26)**
- Representation & Equity **(23)**
- Workforce & Frontline Workers **(7)**

New Department Formation & Structure:

- Prevent repeating the known issues of previous systems in the new department.
- Ensure that there are clear goals, defined operations, and transparent success metrics for the new department.
- Focus on building a geographical presence and adopting a systems approach that goes beyond individual adults and is tailored for subpopulations such as TAY and families. This includes staffing that reflects the populations it serves.
 - Ensuring that diverse voices are included in the planning and decision-making processes.

Oversight and Accountability:

- There was an emphasis on transparency and accountability in contracting, resource allocation, and regular reporting on outcomes, including the number of people housed and the results of different programs and different regions.

Coordination and Collaboration:

- A major concern centered on communication clarity, specifically regarding how HSH will operate and the roles of various system partners.
- There is a desire to prevent duplication of effort and to encourage collaboration among the County, unincorporated areas, cities, and various service providers. By working

together more effectively, the system can avoid redundant work and save resources. This might include sharing client data (with proper privacy safeguards), coordinating outreach efforts, and aligning funding sources. Currently, information isn't flowing smoothly, which results in duplicated efforts or, worse, people being overlooked. The importance of regular updates, transparent reporting, and easy access to information was emphasized.

- Cross-system, cross-agency, cross-jurisdictional collaboration was emphasized repeatedly.
- System partners emphasized the need to establish or rebuild authentic partnerships, transforming the current culture toward collaboration by engaging and aligning efforts with other municipalities, unincorporated areas, governing bodies, councils of governments, and tribal governments.
- There is an ongoing tension between the desire for a more coordinated regional approach to address homelessness and the need to preserve local control and responsiveness. This arises in the context of how the new county department will interact with cities and sub-regions, as well as how funding will be distributed.

Recognizing Unique Vulnerabilities and the Need for Culturally Responsive Services:

- Community members explicitly mentioned the importance of population-tailored approaches. Recognizing these differences means developing outreach strategies, housing options, and support services that are culturally sensitive, trauma-informed, and tailored to the specific needs of each group. This involves understanding cultural norms, values, and beliefs, as well as the unique barriers individuals face when accessing care, and incorporating these into service delivery. For example, HSH should recognize and understand Tribal sovereignty, culture, and the associated principles. It's a step toward a more equitable, responsive, and culturally respectful care for Tribal members. Populations discussed included:
 - Tribal members
 - Foster Youth
 - Immigrant Communities
 - People living with substance use disorders and mental health disorders
 - Veterans
 - Individuals Living in RVs
 - Single Women

Equity and Inclusion

Focusing on equity and inclusion requires removing systemic barriers, amplifying the voices of marginalized individuals, and building a system that is fair, just, and responsive to the needs of all people experiencing homelessness.

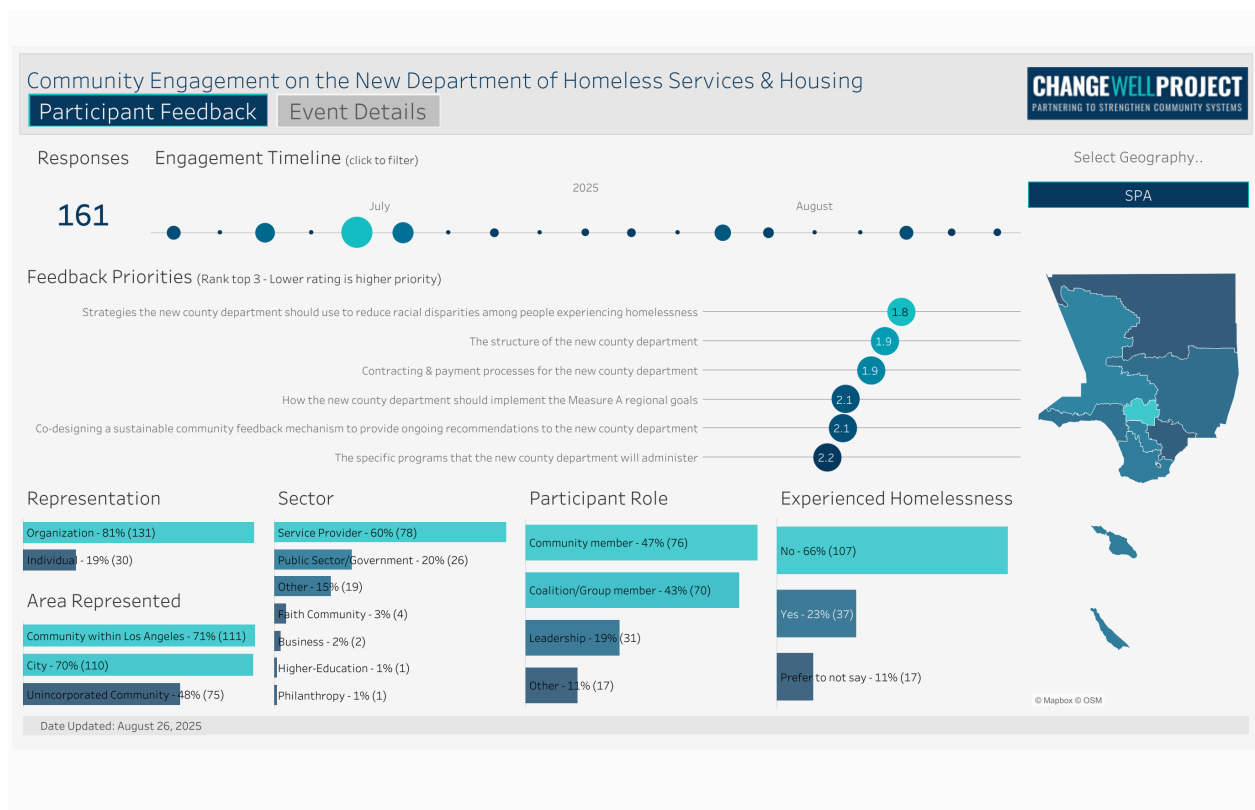
- **Addressing Systemic Disparities** requires looking at policies, practices, and funding models to ensure equitable access and outcomes.
- **Equity in Funding and Resource Allocation** includes addressing challenges in the Local Solutions Fund process, such as informing the community more widely (i.e., not just ECHRA and the Homeless Policy Deputies) through an input process that is fair and equitable and ensuring access to funding for smaller organizations providing services.

Participant Survey Feedback

Survey Results Dashboard

In addition to group discussions, CWP also surveyed meeting participants to gather demographic information and asked respondents to rank their top priorities.

As of 08/26/2025, there have been 161 responses.



Top Priorities

Rated as a top priority in five (5) of eight (8) Service Planning Areas.

- “Strategies the new county department should use to reduce racial disparities among people experiencing homelessness” was rated among the top two priorities in five of the eight Service Planning Areas.

Rated as a top priority in four (4) of eight (8) Service Planning Areas.

- “The structure of the new county department” was rated as among the top two priorities in four out of eight Service Planning Areas.

Rated as a top priority in three (3) of eight (8) Service Planning Areas.

- Contracting & payment processes for the new county department were rated as among the top two priorities in three of eight Service Planning Areas.

Conclusion

Phase I showcased both the broad and deep community interest in shaping the Department of Homeless Services & Housing. Through 69 regional-specific and 21 Countywide engagements reaching 3,308 people—and 161 survey responses as of August 26, 2025—there was a consistent call for clarity of purpose, transparent accountability, equitable resource distribution, and genuine partnership across jurisdictions and communities. Participants urged HSH to avoid recreating past system challenges, to establish a visible geographic presence across all SPAs, and to promote culturally responsive, trauma-informed approaches—especially for Tribal members, TAY, immigrants, single women, veterans, people with substance-use disorders and mental illness, and residents living in recreational vehicles (RV).

A call for urgency: providers and community members are navigating real capacity constraints and engagement fatigue. In response, CWP adapted—shifting some sessions to virtual formats, increasing stipends for lived-experience partners, and launching monthly town halls with HSH leadership to gather input on items moving on accelerated timelines. CWP is committed to “closing the loop” with public-facing dashboards and plain-language updates that show how input drives decisions.

The work ahead is clear. Phase II will work to translate the themes from this engagement into actionable design decisions: a functional organizational structure with clear roles and responsibilities; a procurement and payment approach that is fair, timely and includes advances, and is accessible to smaller providers; and a data-sharing framework that protects privacy while enabling coordinated outreach, accurate equity metrics, and real-time course correction. Achieving this will require co-design with cities, COGs, Tribal governments, service

providers, labor, people with lived experience, and county partners—anchored in shared outcomes and mutual accountability.

Immediate next steps (Phase II)

- **Publish the Phase I Engagement Summary and Dashboard:** Provide a clear account of what was heard during engagement, outline the next steps, and demonstrate how community feedback will directly inform decisions and shape the direction of the department.
- **Co-design sessions on priority topics:** Strategies to reduce disparities, design the structure of HSH and its mission to deliver services and housing and create a meaningful and sustainable feedback mechanism to ensure programs and process improvements evolve often and regularly, when needed.
- **Participation pathways:** Schedule mixed-format sessions (virtual + in-person) with targeted outreach to underrepresented communities; maintain stipends for lived-experience partners.
- **Feedback loop:** After each decision, publish a concise “What we heard / What we changed” report on the HSH website.

By carrying forward these commitments—with clarity, humility, and shared accountability—the new HSH can build a coordinated, transparent, and equitable system that helps more people in Los Angeles County exit homelessness more quickly and with dignity.

September 25, 2025

Measure A Spending Plan Process FY 2026-27

Department of Homeless Services and Housing

Homeless Policy Deputies' Meeting



Chief
Executive
Office.



County of Los Angeles
Homeless
Initiative



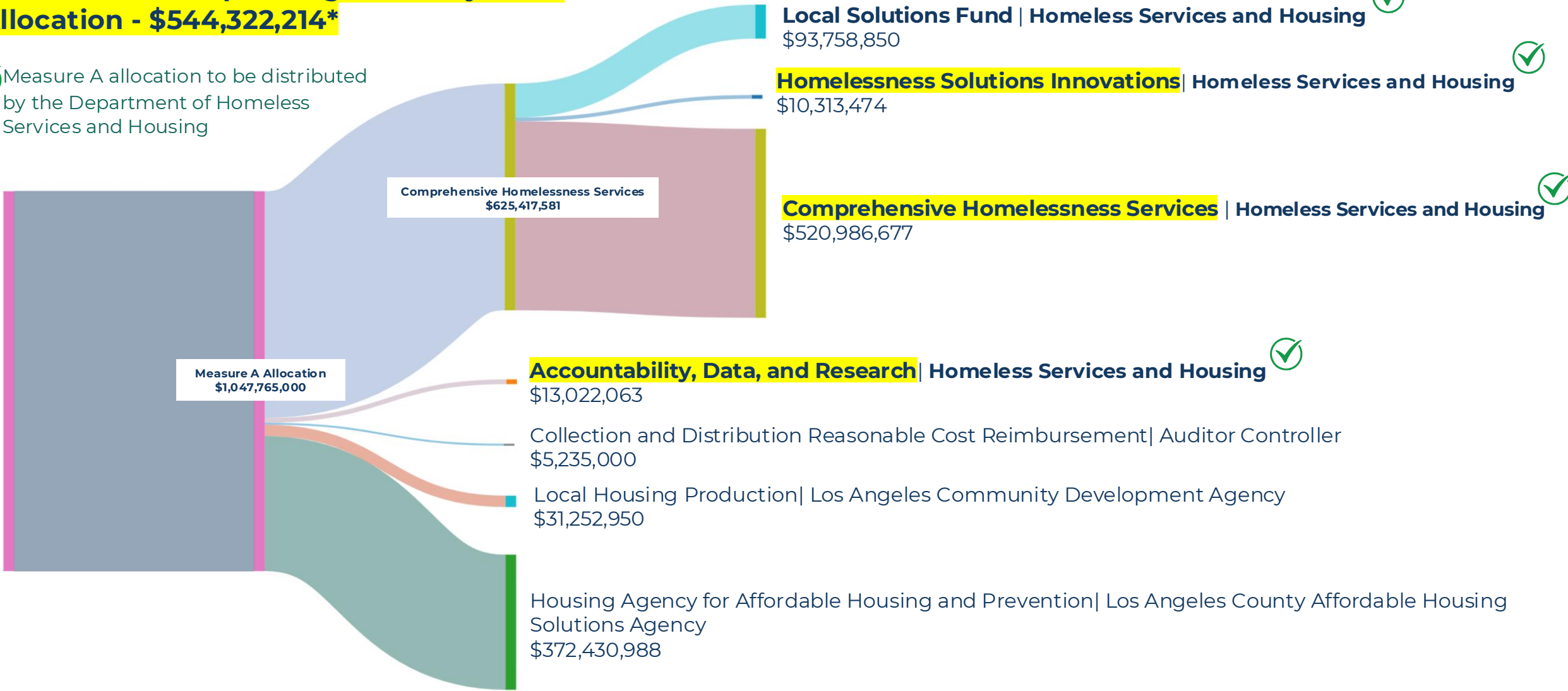
HHAP Update and Advocacy

- **HHAP Round 5:** The County received its second disbursement of \$42.6M on September 5, 2025, which was programmed in the FY 2025-26 budget
- **HHAP Round 6:** The County submitted the LA regional application on August 27, 2025, and is eligible to receive \$85.2M in two equal disbursements
 - The first disbursement is not expected until FY 2026-27
 - The County is advocating that the state release both disbursements this fiscal year
- **HHAP Round 7:** Included in the FY 2025-26 state budget with the County's estimated allocation at \$42.6M
 - The County is advocating for the full allocation to be provided in a single lump-sum disbursement
 - SB 158, approved by the state legislature on September 13, 2025, and sent to the Governor for signature, requires initial Round 7 disbursements to begin September 1, 2026

FY 2026-27 Projected Measure A Revenue

HSH Measure A Spending Plan Projected Allocation - \$544,322,214*

✓ Measure A allocation to be distributed by the Department of Homeless Services and Housing



*Does not include Local Solutions Fund

Current and Anticipated Fiscal Landscape

1. New and/or expanded cost obligations

Costs supported with one-time funding in FY 2025-26 or expected to grow in FY 2026-27 (i.e., interim housing bed rates, Pathway Home, new permanent supportive housing sites, costs associated with provider wages and administrative allowances pursuant to Measure A)

2. Measure A revenue decrease

\$15M decrease in Measure A revenue included in the HSH Measure A Spending Plan* in FY 2026-27

3. Loss of or reductions in state, federal and other one-time funding streams

Anticipated impacts to several sources including but not limited to ARPA, CalAIM, ERF and HHAP

*Does not include Local Solutions Fund

Fiscal Landscape: Deficit Scenario*

Comprehensive Homelessness Services:

<i>We need</i>		<i>We have</i>		<i>The gap</i>
\$865M	–	\$562M	=	-\$303M
ESTIMATE TO MAINTAIN ALL CURRENTLY FUNDED EFFORTS IN FY 2026-27 (includes expected growth in PSH and IH portfolios, IH bed rate increase and Pathway Home)		PROJECTED FY 2026-27 MEASURE A ALLOCATION (includes 8% projected carryover from FY 2025-26)		PROJECTED FY 2026-27 DEFICIT

Homelessness Solutions Innovations:

<i>We need</i>		<i>We have</i>		<i>The gap</i>
\$10.60M	–	\$10.31M	=	-\$290K
ESTIMATE TO MAINTAIN ALL CURRENTLY FUNDED EFFORTS IN FY 2026-27		PROJECTED FY 2026-27 MEASURE A ALLOCATION		PROJECTED FY 2026-27 DEFICIT

Accountability, Data and Research:

<i>We need</i>		<i>We have</i>		<i>The gap</i>
\$13.38M	–	\$13.02M	=	-\$360K
ESTIMATE TO MAINTAIN ALL CURRENTLY FUNDED EFFORTS IN FY 2026-27		PROJECTED FY 2026-27 MEASURE A ALLOCATION		PROJECTED FY 2026-27 DEFICIT

*Does not include Local Solutions Fund



**Chief
Executive
Office.**



County of Los Angeles
**Homeless
Initiative**



Strategic Decision Making: A Phased Approach

Community Engagement: Spending Plan Rubric

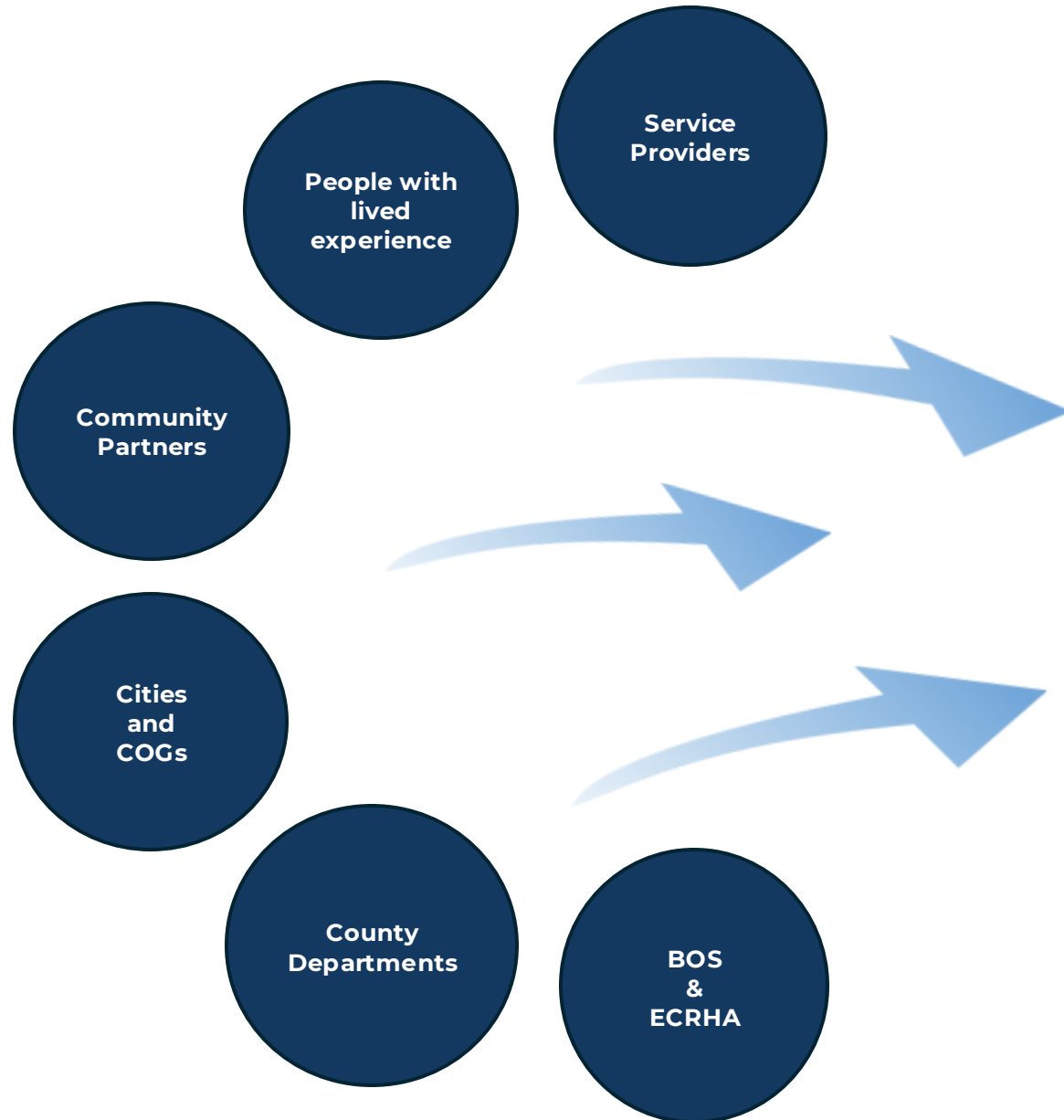
To guide these difficult funding decisions, we're seeking community feedback throughout September on what should be included in the rubric that will be used to guide funding decisions by:

- Providing transparent community-informed criteria to assess funding in alignment with systemwide priorities
- Using partner and community input to inform strategic funding decisions
- Ensuring equity remains central to policy, planning, and service delivery
- Be publicly available, used consistently, and adapted as needs and priorities evolve

Sample Rubric Criteria*

- 1. Measure A Target & Equity Metrics:** Does this program/service support Measure A target or equity metrics in alignment with the Measure A goals per the ordinance language?
- 2. Legal Settlements & Agreements:** Is this program/service something that must be funded in order to comply with legal settlements or agreements?
- 3. Keeping People Housed:** Does this program/service support literally keeping people housed, including permanent housing and the relevant supportive services? If this program is not funded, will people lose their permanent housing?
- 4. Fund Match:** Does this program/service require a fund match in order to maximize drawdown for additional local, State or federal dollars?
- 5. Return on Investment:** Does this program/service demonstrate a clear or measurable return on investment relative to other impactful programs/services?
- 6. Leveraging Other Resources:** Has the administrator of this program/service leveraged or exhausted all other resources to fund this program/service?

Rubric Feedback To Date*



- System performance and program outcomes should be integrated into the decision-making process
- To ensure equity remains central, the tool should consider subpopulations and regions with unique and/or high levels of need
- While "Return on Investment" often emphasizes economic outcomes over human impact, there was agreement that what we are funding and opportunities to streamline/reduce duplication are important

*Feedback collected from 8/28/25 through 9/23/25

Spending Plan Process: A Phased Approach

The Measure A Spending Plan process has evolved into two phases, informed by community and partner feedback:

Phase 1: Rubric

- Refine criteria to reflect community and partner feedback
- Apply the rubric to assess all currently funded programs and services for potential curtailments or reductions using a scale
- Only the programs or services that meet the rubric criteria will advance to Phase 2 for further assessment

Phase 2: Program-Level Review

- Conduct detailed program-level reviews to determine where additional reductions or curtailments are needed
- Incorporate both quantitative and qualitative data and information into decision-making, including considerations elevated through community and partner engagement



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Strategic Decision Making

Phase 1: Funding Rubric

Phase 1: Updated Rubric Criteria

1. **Standing Obligations:** Is this program/service something that must comply with contractual agreements and/or Board of Supervisors' directives?
2. **Measure A Goals, Target and Equity Metrics:** Does this program/service support the use of Measure A funding to achieve Measure A Goals 1 through 3, in alignment with the target or equity metrics per the ordinance?
 - **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.
 - **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.
 - **Goal 3:** Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.
3. **Core Mission:** Does this program/service literally keep people housed in permanent housing, including the attached housing supportive services? If this program/service is not funded, will people lose their permanent housing?
4. **Fund Match:** Does this program/service use a funding source that requires a local fund match in order to maximize drawdown of state or federal dollars?

Phase 1: Proposed Rubric Scale

Standing Obligations: Is this program/service something that must comply with contractual agreements and/or Board of Supervisors' directives?

- **Direct Alignment (4)** – Program/service required to meet contractual agreements
- **Moderate Alignment (3)** – Program/service is not specified but supports compliance with agreements and established commitments
- **Indirect Alignment (2)** – Program/service reflects Board directives
- **No alignment (1)** – Programs/services with no standing obligations

	Standing Obligations	Measure A Goals and Target and Equity Metrics	Core Mission	Fund Match
ICMS (HSH)	4			
Pathway Home (HSH)				
Interim Housing (HSH)				

Proposed Rubric Scale

Measure A Goals and Target and Equity Metrics: Does this program/service support the use of Measure A funding to achieve the Measure A Goals 1 through 3, in alignment with the target or equity metrics per the ordinance?

- **Highly Prioritize (4)** – Directly aligns with Measure A Goals 1, 2 or 3, demonstrating direct alignment with target and equity metrics
- **Moderate Priority (3)** – Supports one or more Measure A Goals but with less clear or indirect alignment with target and equity metrics
- **Low Priority (2)** – Limited indirect alignment with Measure A Goals and target and equity metrics
- **Lowest Priority (1)** – No alignment with Measure A Goals or associated target or equity metrics

	Standing Obligations	Measure A Goals and Target and Equity Metrics	Core Mission	Fund Match
ICMS (HSH)	4	4		
Pathway Home (HSH)				
Interim Housing (HSH)				

Proposed Rubric Scale

Core Mission: Does this program/service literally keep people housed in permanent housing, including the attached housing supportive services? If this program/service is not funded, will people lose their permanent housing?

- **Highly Prioritize (4)** - Directly keeping people housed in permanent housing; reductions or curtailment of funding would result in immediate loss of housing
- **Moderate Priority (3)** - Strongly supports housing retention; but may not directly result in immediate loss of housing if curtailed or reduced
- **Low Priority (2)** - Indirect impact on housing retention or stability; not critical to prevent loss of housing if curtailed or reduced
- **Lowest Priority (1)** - Does not directly support housing retention or stability; unrelated to preventing loss of housing if curtailed or reduced

	Standing Obligations	Measure A Goals and Target and Equity Metrics	Core Mission	Fund Match
ICMS (HSH)	4	4	3	
Pathway Home (HSH)				
Interim Housing (HSH)				

Proposed Rubric Scale

Fund Match: Does this program/service use a funding source that requires a local fund match in order to maximize drawdown of state or federal dollars?

- Highly Prioritize (4)** – Requires a local match that enables significant drawdown of state or federal funds.
- Moderate Priority (3)** – Requires a local match that enables moderate draw down of state or federal funds
- Low Priority (2)** – Requires a local match that enables minimal to low draw down of state or federal funding
- Lowest Priority (1)** – Does not require or provide a local match

	Standing Obligations	Measure A Goals and Target and Equity Metrics	Core Mission	Fund Match
ICMS (HSH)	4	4	3	1
Pathway Home (HSH)				
Interim Housing (HSH)				



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Strategic Decision Making

Phase 2: Program-Level Review

Phase 2: Program-Level Review

We asked:

When programs or services meet the rubric criteria, but funding is insufficient, what should guide our decision making?

What we heard:



Deeper program-level review, looking at specific components within a program or service line item and weighing costs, outcomes, and overall impact

Keeping equity at the forefront of decision making, especially for subpopulations and regional needs

Using Measure A as a last resort after all other funding sources are considered

This feedback informed the shift to a two-phased approach

Phase 2: Impact & Performance Review

Prioritizing Equity: Does this program/service address populations facing the greatest disparities (e.g., BIPOC, TAY, families, older adults)?

Areas of analysis for consideration/discussion*

- Would curtailments or reductions increase disproportionality or widen gaps in service access?
- Would funding reductions or curtailments reduce geographic equity (e.g., SPAs already under-resourced)?
- Are resources directed to high-need areas where gaps are largest?
- Would cuts exacerbate regional inequities or worsen access for marginalized populations?

****Due to data limitations, not all analysis would be feasible for all program areas***

Phase 2: Impact & Performance Review

Outcomes and Performance: Does this program/service demonstrate clear, measurable outcomes to show efficacy?

Areas of analysis for consideration/discussion*

- What is the cost per unit of service (e.g. bed, unit, slot) of this program/ service and is it justified relative to similar programs/services?
- Has it demonstrated reductions in racial or ethnic disparities in positive outcomes?
- Is this program supporting system throughput?
- Can you measure cost per successful outcome (e.g. housing retention, exits to permanent housing)?

****Due to data limitations, not all analysis would be feasible for all program areas***

Phase 2: Impact & Performance Review

Leveraging Other Resources: In what ways has the administrator of the program/service leveraged or exhausted all other funding sources beyond Measure A to support this program/service?

Areas of analysis for consideration/discussion*

- Are there any other potential funding sources that could support this program/service and reduce or eliminate the reliance on Measure A?
- Has this program/service consistently demonstrated underspend in any of its existing funding sources, suggesting a need to right-size its Measure A investment?

****Due to data limitations, not all analysis would be feasible for all program areas***

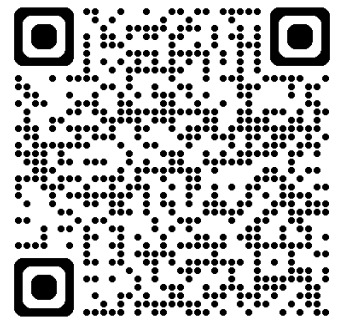
Phased Approach Timeline



Opportunities for Final Feedback on Phased Approach

- **September 25: Homeless Policy Deputies' Meeting**
- **September 26: Executive Committee for Regional Homeless Alignment (ECRHA)**
- **September 30: EverExcel Follow-Up Community Engagement Forums**
 - Final Feedback Survey: [Qualtrics Survey | Qualtrics Experience Management](#)

Final Rubric criteria to be publicly accessible on our website:
[Fiscal Year 2026-27 Measure A Spending Plan Community Engagement Forums - Homeless Initiative](#)



To submit final feedback on rubric, please scan the QR code.

FY 2026-27 Spending Plan Timeline

Finalize Rubric and program-level review criteria by end of September	Complete Phase 1 and continue Phase 2	Finalize Draft Spending Plan and release for feedback and Public Comment period	Present Draft Board Letter with Recommended Spending Plan	Present Final Board Letter with Recommended Spending Plan at Board of Supervisors meeting	Final Spending Plan to be considered in County's Recommended Budget Phase	FY 2026-27 Service Provider Contracts executed under Department of Homeless Services and Housing
SEPT 2025	OCT 2025	NOV 2025	DEC 2025	JAN 2026	MAY 2026	JULY 2026

Thank You



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