

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, October 23, 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

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Lilit Bagdzhyan, Fifth District
II.	Measure A Spending Plan Process FY 2026-27 Update	Sarah Mahin Director, Los Angeles County Department of Homeless Services and Housing
III.	Measure A Goal Progress Report	Andy Perry Policy Analyst and Lead Analytics Engineer, Chief Data Office, Los Angeles County Chief Information Office Dean Obermark Senior Data Scientist, Chief Data Office, Los Angeles County Chief Information Office
IV.	State and Federal Policy and Funding Tracking: Assessment of Measure A's Goals	Nicole Fiore Principal Associate, Abt Global
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: November 13, 2025

October 23, 2025

Measure A Spending Plan Process FY 2026-27

Department of Homeless Services and Housing

Homeless Policy Deputies' Meeting



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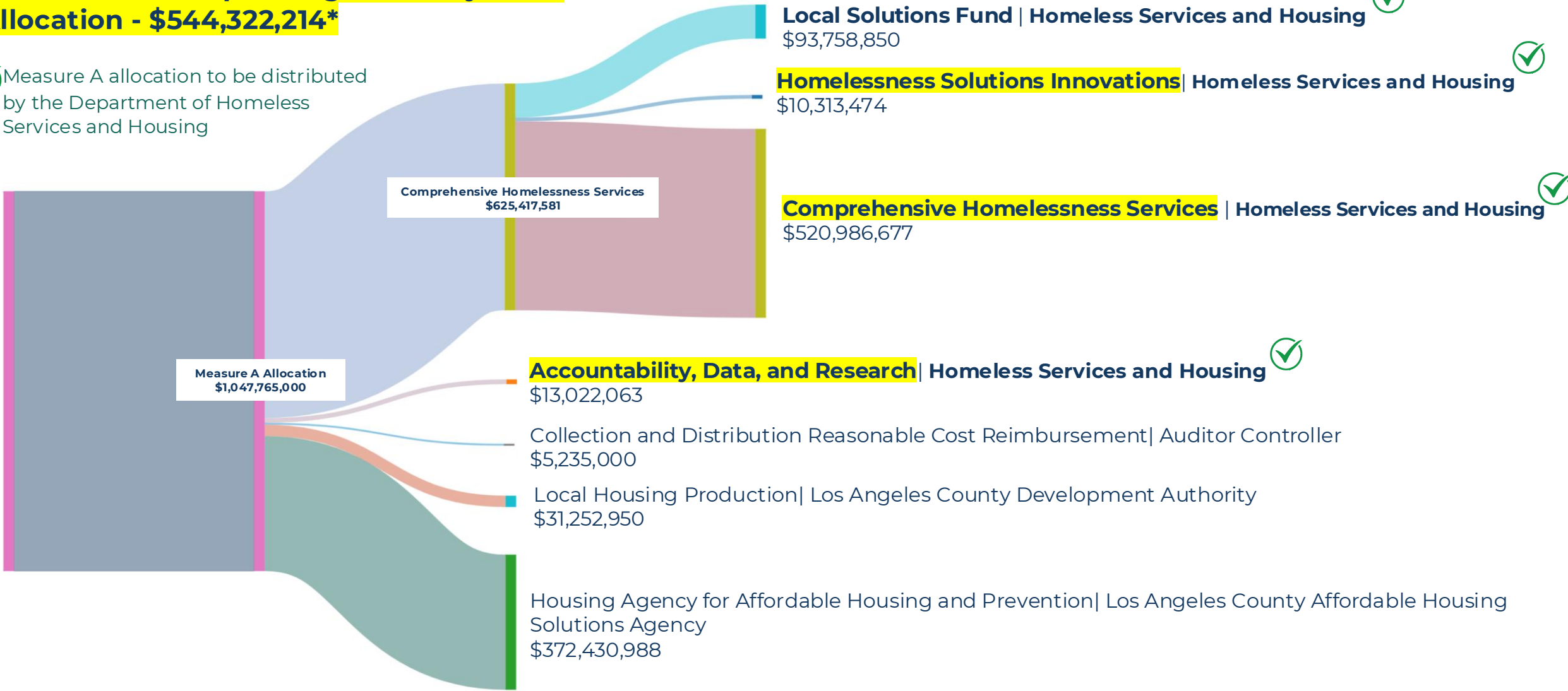
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FY 2026-27 Projected Measure A Revenue

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 or 8% projected carryover from FY 2025-26

Developing the Measure A Spending Plan

The FY 2026-27 Measure A Spending Plan is shaped by two main components:

- **The Measure A ordinance language**, which determines what we can invest in, ensuring those investments are directly tied to Measure A outcomes
- **The fiscal deficit**, which determines how much we can invest across programs/services

Current and Anticipated Fiscal Landscape

New and/or expanded cost obligations & Loss of or Reductions in State/Federal/One-Time Funding		
Total increase to be absorbed by Measure A, reflecting growth and maintenance in existing Measure A-funded programs/services and loss of other funding streams	\$271,069,000	Includes funding to maintain PSH and interim housing bed rates, Pathway Home, and costs associated with new housing sites opening.
Measure A Revenue Decrease		
Projected Decrease in FY 2026-27 Measure A Revenue	\$14,478,000	Decrease in sales tax revenue due to consumer spending habits
Difference in One-Time Carryover Between FY 2025-26 and FY 2026-27		
\$18,008,000		
Total Projected Deficit FY 2026-27		
-\$303,555,000		

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

Fiscal Landscape: Deficit Scenario Model

Comprehensive Homelessness Services

Pillar Category	Total FY 2025-26 Approved Allocation	Estimated FY 2026-27 Funding Need
Prevent	\$5,221,000	\$5,221,000
Coordinate	\$10,359,000	\$10,359,000
Stabilize	\$12,220,000	\$12,220,000
Local Jurisdictions	\$20,000,000	\$20,000,000
Administration	\$23,005,000	\$23,005,000
Connect (Outreach)	\$62,672,000	\$62,672,000
Interim Housing	\$194,759,000	\$302,553,000**
Permanent Housing	\$266,473,000	\$329,748,000***
Pathway Home	\$0*	\$100,000,000
Total	\$594,709,000*	\$865,778,000
FY 2026-27 Funding		\$562,223,000
Projected FY 2026-27 Deficit		-\$303,555,000

\$133M

\$100M

*Previously paid for with one-time funding
**Includes interim housing bed rate
***Maintenance due to loss of funding streams and anticipated growth

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

Phase 1: Final Rubric Criteria

1. **Standing Obligations:** Is this program/service something that must comply with contractual/legal agreements?
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 to maximize drawdown of state or federal dollars?

Rubric Criteria and Scoring Scale

Standing Obligations	Measure A Goals, Target and Equity Metrics	Core Mission	Fund Match
<p>Yes or No</p> <p>If yes, this program/service must be funded and will advance to Phase 2</p>	<p>4 – Directly supports Measure A Goals 1, 2 or 3 and target and equity metrics; strong/explicit alignment</p> <p>3 – Moderately supports Measure A Goals 1, 2 or 3 and target and equity metrics; partial alignment</p> <p>2 – Indirectly or minimally supports Measure A Goals 1, 2 or 3 and target and equity metrics; weak alignment</p> <p>1 – No alignment with Measure A Goals 1, 2, or 3 or associated target or equity metrics</p>	<p>4 – Explicitly supports keeping people housed in permanent housing; reduction or curtailment of funding would result in immediate loss of housing</p> <p>3 – Moderately supports keeping people housed in permanent housing or supports housing stability; reduction or curtailment of funding would likely result in loss of housing in the short term (e.g., within several months), but not necessarily immediately</p> <p>2 – Indirectly supports keeping people housed in permanent housing or supports housing stability; reductions or curtailment of funding may result in eventual loss of housing or cause housing insecurity</p> <p>1 – Does not support or is unrelated to housing retention or stability</p>	<p>4 – Requires a local match that enables significant drawdown of state or federal funds</p> <p>3 – Requires a local match that enables moderate draw down of state or federal funds</p> <p>2 – Requires a local match that enables minimal to low draw down of state or federal funding</p> <p>1 – Does not require or provide a local match</p>



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Strategic Decision Making

Phase 1: Rubric Findings

Phase 1: Methodology

Scoring Process

- **30 panelists** from **both HFH and CEO-HI** applied the rubric to programs/services based on their subject matter expertise

Calculating Totals

- Each program/service's scores across each criterion were **averaged**, and the resulting totals were rounded to calculate the **final score**
- Programs/services that **scored 6 or higher ($\geq 50\%$)** - or that have any contractual/legal agreements - will **advance to Phase 2** for program- and site-level review

Programs/Services Curtailed in Phase 1

Coordinate

Regional Coordination

Supports the implementation and continuous quality improvement of the Coordinated Entry System (CES) infrastructure.

Youth Collaboration

Supports LAHSA's Homeless Youth Forum of Los Angeles and broader strategies to engage youth with lived experience to inform program and system planning efforts.

Education Coordinators

Supports LACOE and LAUSD to support children and youth at risk of or experiencing homelessness to enroll in school, access academic records, engage in educational planning, and enroll in post-secondary education where applicable.

Youth Homeless Demonstration Program (YHDP) Support

Supports YHDP CES staffing, move-in assistance, and compensation for youth feedback.

Referral, Access, and Data Unit

Supports DMH CES participation, including PSH matching, verification of eligibility for DMH housing, and data management.

Improved Coordination for Document Readiness

Supports MVA's streamlining the process to ensure veterans are document ready, facilitating faster access to essential identification and social security cards necessary for housing applications.

Programs/Services Curtailed in Phase 1

Prevent

Youth Family Reconnection

Supports LAHSA's therapeutic interventions to assist transition age youth (TAY) with building and strengthening positive relationships with biological or non-biological family.

Emergency Basic Support Services

Supports case management and financial assistance to families with closed DCFS cases/investigations and community families with no DCFS involvement experiencing housing insecurity.

Housing Related Assistance

Supports DCFS case management and housing navigation services for transition age youth participating in the Supervised Independent Living Program.

Programs/Services Curtailed in Phase 1

Connect (Outreach)

Encampment Assessments

Supports DPH Environmental Health with conducting assessments of homeless encampments, identifying environmental health hazards, and providing technical assistance to outreach teams and other agencies serving PEH.

Mobile Public Health Clinical Services for PEH

Supports coordination and delivery of low-barrier access to vaccination, screening, and harm reduction services for PEH throughout the County.

Campus Peer Navigation

Supports co-location of Youth CES staff at community college campuses to assist students at-risk of homelessness with accessing mainstream or CES resources to end their housing crisis.

Programs/Services Curtailed in Phase 1

Interim Housing

Interim Housing Staff and Administration

Supports staffing costs for DMH for staff who work with DHS and LAHSA to triage interim housing referrals as part of "air traffic control" and ensure appropriate placement.

Interim Housing Inspections

Supports regular inspections of interim housing facilities to ensure they are within approved living standards and comply with applicable laws and ordinances.

Emergency Housing

Supports PEH served by DPH Communicable Disease Programs in need of temporary lodging, meals, and transportation in order to complete recommended communicable disease treatment, isolation, and/or quarantine.

Programs/Services Curtailed in Phase 1

Permanent Housing

Housing Supportive Services Program (HSSP) Staff and Administration

Supports staffing and administrative costs for PSH programs including HSSP efforts administered by DMH.

Homeless Incentive Program

Supports the Homeless Incentive Program for participating Public Housing Authorities, which provides clients matched to federal subsidies with services such as move-in assistance and security deposits as well as operates landlord recruitment and incentive programs.

Programs/Services Curtailed in Phase 1

Stabilize

Benefits Advocacy

Supports DMH staff to conduct mental health assessments and provide mental health records to support applications for SSI, SSDI, CAPI, and veterans' benefits.

Benefits Advocacy

Supports MVA with providing veterans with benefits advocacy services.

Criminal Records Clearing Project

Supports services to clear felony and misdemeanor records at outreach events throughout the County via Public Defender mobile legal clinics, streamlining the expungement process for people experiencing or at risk of homelessness. These services help remove barriers to housing, employment, and government benefits.

Employment for Adults Experiencing Homelessness

Supports the Regional Initiative for Social Enterprises (LA:RISE) that unites the City of LA and County Workforce Development System with employment Social Enterprises to assist those impacted by homelessness get good jobs and remain employed.

Projected Deficit After Phase 1

Comprehensive Homelessness Services Projected Deficit:

$$\begin{array}{rcl} \$865\text{M} & - & \$562\text{M} = \$303\text{M} \\ \text{ESTIMATE TO MAINTAIN} & & \text{PROJECTED FY 2026-27} & & \text{PROJECTED FY} \\ \text{ALL CURRENTLY FUNDED} & & \text{MEASURE A ALLOCATION} & & \text{2026-27} \\ \text{EFFORTS IN FY 2026-27} & & \text{(includes 8\% projected carryover from} & & \text{DEFICIT} \\ \text{(includes expected growth in PSH and IH} & & \text{FY 2025-26)} & & \\ \text{portfolios, IH bed rate increase and} & & & & \\ \text{Pathway Home)} & & & & \end{array}$$

Comprehensive Homelessness Services Projected Deficit After Phase 1:

$$\begin{array}{rcl} \$303\text{M} & - & \$33\text{M}^* = \$270\text{M} \\ \text{PROJECTED FY} & & \text{TOTAL} & & \text{PROJECTED} \\ \text{2026-27} & & \text{CURTAILMENTS} & & \text{FY 2026-27} \\ \text{DEFICIT} & & \text{FROM PHASE 1} & & \text{DEFICIT AFTER} \\ & & & & \text{PHASE 1} \end{array}$$

*Does not include total associated staffing and administrative costs for all LAHSA programs/services curtailed in Phase 1

Programs/Services Advancing to Phase 2

Coordinate

Continuum of Care (CoC) Housing and Urban Development (HUD) Cash Match

Supports CES through a HUD Coordinated Assessment Expansion Grant, which includes cash matches for County HMIS Implementation and Domestic Violence CES Renewal.

Planning Grant Renewal

Supports LAHSA in receiving HUD Planning Grant funding of \$1.5M to evaluate and identify obsolete or under-performing projects, and to reallocate these funds to create new PSH.

Programs/Services Advancing to Phase 2

Prevent

Problem-Solving

Supports the Problem-Solving program, which provides interventions to all populations at the start of their housing crisis or after they enter the system. Services include light touch housing resolution through conversation, mediation, negotiation, and cash assistance.

Homeless Prevention Case Management & Financial Assistance

Supports families, individuals, and youth at risk of homelessness through individualized, client-driven assistance, including rental arrears, rental assistance, and case management to retain existing or secure other permanent housing.

Programs/Services Advancing to Phase 2

Connect (Outreach)

Countywide Outreach System Staff and Administration

Supports staffing and administrative costs for regional outreach coordinators who engage and connect unsheltered PEH to needed resources and services with the ultimate goal of connecting them with permanent housing administered by LAHSA.

Countywide Outreach System/Multi-Disciplinary Teams (MDTs)

Supports MDTs who engage and connect unsheltered PEH with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist.

Housing Navigation

Supports housing navigation, which assists PEH with identifying, viewing, and inspecting units; reviewing and negotiating lease terms; financial assistance for application fees, transportation costs, and security deposits; as well as landlord incentives.

Safe Parking

Supports Safe Parking, which provides a safe and stable parking environment with supportive services for households experiencing homelessness who are living in their vehicles.

Programs/Services Advancing to Phase 2

Interim Housing

Interim Housing

Supports LAHSA's short-term housing and/or emergency beds for PEH with supportive services and case management. Programs serve populations including but not limited to women, older adults, individuals experiencing domestic/intimate partner violence (DV/IPV) and others.

Interim Housing

Supports DHS's stabilization housing, which provides 24-hour interim housing beds for PEH with supportive services and case management for people with complex health and/or behavioral health conditions who require a higher level of onsite supportive services, and recuperative care, which provides the same services as stabilization housing with added medical oversight.

Interim Housing

Supports DPH's Recovery Bridge Housing beds, which provide interim housing to clients co-enrolled in a substance use disorder treatment program.

Interim Housing

Supports CEO's maintenance of County-owned interim housing sites that are serviced by the County's Internal Services Department staff to ensure safe and hygienic conditions at all sites.

Transitional Housing for Transition Age Youth (TAY)

Supports Housing First, low-barrier, harm reduction-based transitional housing for TAY and is part of a crisis response program that provides safe, client-driven supportive services and access to 24-hour interim housing for young people ages 18 to 24.

Host Homes for TAY

Supports Host Homes, a Housing First and harm reduction-based housing model that is part of a crisis response program which provides safe, client-driven supportive services and access to community residents ("hosts") who also live in the housing unit.

Programs/Services Advancing to Phase 2

Permanent Housing

Shallow Subsidy

Supports the Shallow Subsidy program, which provides financial assistance for 35-40% of a household's monthly rent for a period of up to five years, as well as case management and housing-focused supportive services.

Time-Limited Subsidy (TLS)

Supports the TLS program, which connects families, individuals, and youth experiencing homelessness, as well as households fleeing/attempting to flee DV/IPV, and/or human trafficking who are experiencing homelessness, to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.

Subsidized Housing for Homeless Disabled Individuals Pursuing SSI

Supports DPSS rental subsidies for PEH or at risk of homelessness who are receiving General Relief benefits and pursuing Supplemental Security Income (SSI).

Intensive Case Management Services (ICMS)

Supports the ICMS program, which provides a range of tailored supportive services designed to meet the individual needs of clients in PSH, including outreach and engagement; intake and assessment; housing navigation; housing case management; housing stabilization; and connections to emergency financial assistance to avoid evictions; linkages to health, mental health, and substance use disorder services; benefits establishment; vocational assistance; and more.

Programs/Services Advancing to Phase 2

Permanent Housing

Rental Subsidies/Tenancy Support Services

Supports locally funded rental subsidies and Tenancy Support Services for a subset of PSH clients, which include move-in assistance, crisis intervention, health and safety visits, unit habitability inspections, support with reasonable accommodations, administration of timely rental payments, and coordination with landlords to address unit or tenancy issues.

Permanent Housing for Older Adults

Supports direct housing assistance for older adults who are homeless or at high-risk homelessness to support pathways to permanent housing while strengthening connections to the County's social safety net.

Client Engagement and Navigation Services (CENS)

Supports CENS Substance Use Disorder counselors serving clients living in project and tenant-based PSH.

Residential Property Services Section (RPSS)

Supports multi-year agreements between service providers and owners of multi-family buildings. Agreements provide owners with financial support for building property management, repairs and maintenance, and vacancies in exchange for providing affordable rental units to individuals and families.

Master Leasing

Supports LAHSA in centralizing the leasing of entire buildings and individual apartments to quickly and permanently house PEH through a range of incentives offered to property owners and developers to facilitate increased usage of tenant-based vouchers.

Programs/Services Advancing to Phase 2

Stabilize

Benefits Advocacy

Supports DHS Countywide Benefits Entitlements Services Team (CBEST) program, which provides people at risk of or experiencing homelessness with SSI, Social Security Disability Income (SSDI), and Cash Assistance Program for Immigrants (CAPI) benefits advocacy services. Funding is allocated to DPSS and matched to federal dollars then provided to DHS.

Legal Services

Supports legal services for clients that includes assistance with eviction prevention, landlord dispute resolution, credit resolution advocacy, criminal record expungement, and other legal services that relate to housing retention and stabilization, as well as resolving legal barriers that impact a person's ability to access permanent housing, social service benefits, and stable employment.

Programs/Services Advancing to Phase 2

Local Jurisdictions

Continuums of Care (CoCs)

Supports the Long Beach, Pasadena, and Glendale CoCs with a direct allocation of funding for homeless prevention, outreach, interim housing, housing navigation, housing location, and time limited subsidies.

Pathway Home

Supports Pathway Home efforts to resolve encampments countywide in partnership with local jurisdictions and unincorporated communities.



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Strategic Decision Making

Phase 2: Program-Level Review

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, gender 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 will be feasible for all program areas***

Next Steps: Accountability, Data and Research (ADR)

*"The County shall spend funds allocated to it for **Accountability, Data, and Research** for uses intended to **promote accountability, oversight, universal data, and outcome evaluation** and to expand capacity for data collection and reporting..." - Measure A Ordinance*

- ADR funds were **fully programmed for the first time in FY 2025-26**, with activities only beginning a few months ago
- ADR funding will continue to advance efforts to **strengthen accountability, data integration (universal data) and evaluation**
- Because these foundational efforts are still taking shape, FY 2026-27 will focus on **continuing and strengthening current investments** focused on **statutory and core data-integration needs**
- The **proposed FY 2026-27 ADR budget** will be included in the draft Measure A Spending Plan released in November for **public feedback**

Next Steps: Homelessness Solutions Innovations

*"The County shall spend funds allocated to it for **Homelessness Solutions Innovations** on **new strategies and demonstration projects designed to achieve the goals...**This funding may be used to incubate and test new ideas for future, larger-scale spending..." - Measure A ordinance*

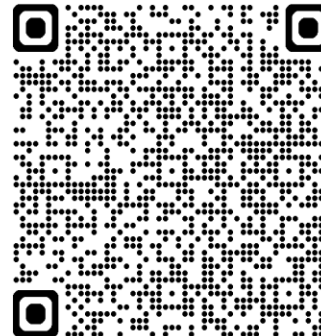
- Homelessness Solutions Innovations funds were **fully programmed for the first time in FY 2025-26**. We are currently assessing the impact to inform decisions about reallocating funds
- In FY 2026–27, the focus will be on **building evaluation capacity and generating learning** as we continue tracking progress, outcomes, and alignment with Measure A goals
- We are **developing an evaluation framework** to:
 - Assess the performance and outcomes of funded innovation projects
 - Determine which projects should remain innovation efforts, which are ready to transition to ongoing funding (contingent on available resources), and which may no longer be recommended for funding
 - Guide future funding recommendations to inform the FY 2027–28 Spending Plan and beyond
- The **proposed FY 2026-27 Homelessness Solutions Innovations budget** will be included in the draft Measure A Spending Plan released in November for **public feedback**

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



Register now!
FY 2026-27 Measure A
Spending Plan Town Hall
Nov 13 at 10am



Thank You



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Measure A Goal Metrics: Previewing Release of Updated Estimates

Dean Obermark and
Andy Perry

CEO.

Chief Data Office Overview

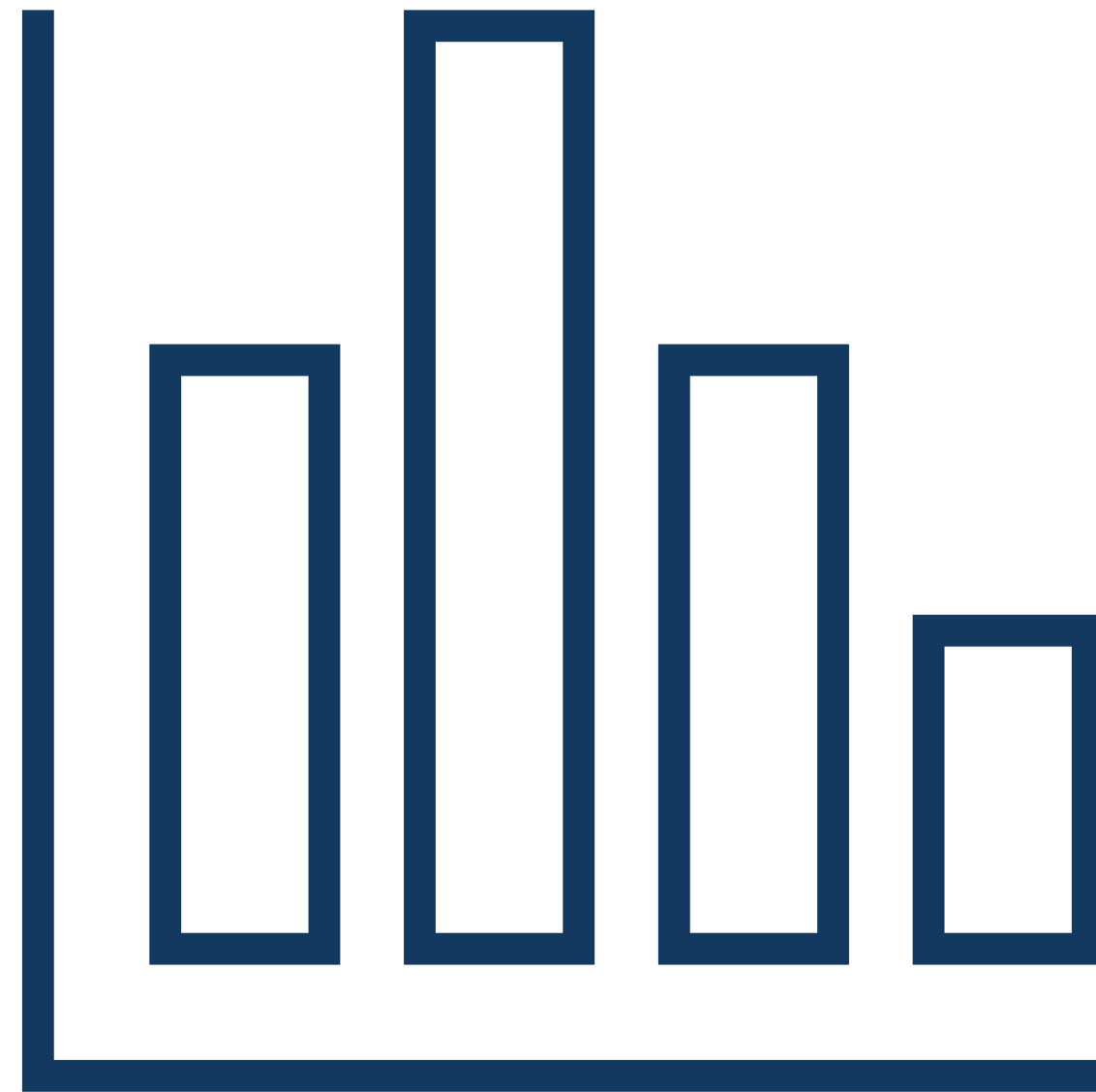
Under the direction of the Chief Data Officer (CDO), the data management, analytics, and research team manage the County's Information Hub which enables a person-centric 360-degree client view approach for advancing care coordination, service delivery, client outcomes and well-being, and policymaking through better data sharing within the County and with its community partners.

Values

We are committed to equity, ensuring all LA County communities are fairly represented and served. We are data-driven, using insights to guide decisions that improve lives while upholding strong privacy and security standards to protect entrusted information. Above all, we are resident-focused, dedicated to meeting the needs of LA County in all we do.

Vision

To cultivate a collaborative and integrated data ecosystem across our local government departments enabling the seamless flow of information to improve service delivery, policy development, and community outcomes.



- In March of 2025, the LA County Board of Supervisors approved a set of 11 metrics intended to measure progress towards Measure A Goals
- We are presenting preliminary updated data on these metrics for Goals 1-4
- We compare FY24-25 to the “baseline” period FY23-24 to gauge progress

- More people are being served by the homelessness response and rehousing system than we've previously observed (going back to FY19-20)
 - Majority are “newly homeless” — first-time entries or returns after 2+ years.
- Decrease in unsheltered homelessness (Point-in-Time count)
- Slight increase in interim housing use among people who are unsheltered
- Exits to permanent housing remain flat or slightly declined, despite higher service volumes
- Fewer unsheltered people are exiting to permanent housing
- Overall, the system is expanding access to services but may face barriers to increasing permanent housing exits

CEO. Context: Rising number of people served

People experiencing homelessness served



Compared to baseline, there is a **20% increase** in the number of people served across the system (i.e., services recorded in CHAMP and HMIS)

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



Topline Metric: Point-in-Time Unsheltered Population

47,450 people in FY24-25 

9% decrease compared to baseline 

2030 target is 30% decrease
Pct. progress to target so far: **31%** 

Goal 1 continued

**Metric: Unsheltered Service
Participants Who Accessed Interim
Housing**

22,633 people in FY24-25 

1% increase compared to baseline 

2030 target is 32% increase
Pct. progress to target so far: **3%** 

**Metric: Unsheltered Service
Participants Who Exited to Permanent
Housing**

5,171 people in FY24-25 

14% decrease compared to baseline 

2030 target is 80% increase
Pct. progress to target so far: **-18%** 

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

Topline Metric: Service Participants with Indication of Both Serious Mental Illness and Substance Use Disorder

21,805 people in FY24-25 

7% increase compared to baseline 

2030 target is 10% decrease
Pct. progress to target so far: **-70%** 



Goal 2 continued

Metric: Service Participants with only Indication of Serious Mental Illness

14,234 people in FY24-25 

3% increase compared to baseline 

2030 target is 15% decrease
Pct. progress to target so far: **-18%** 

Metric: Service Participants with only Indication of Substance Use Disorder

9,446 people in FY24-25 

6% increase compared to baseline 

2030 target is 10% decrease
Pct. progress to target so far: **-63%** 



Goal 3: Increase the number of people permanently leaving homelessness

Topline Metric: Service Participants Exiting to Permanent Housing

19,225 people in FY24-25 
3% decrease compared to baseline 

2030 target is 57% increase
Pct. progress to target so far: **-5%** 

Metric: Service Participants who Exited to Permanent Housing and Remained Housed

12,097 people in FY22-23* 
15% increase compared to baseline 

2030 target is 101% increase
Pct. progress to target so far: **14%** 

*this metric compares baseline FY21-22 to FY22-23 to allow for 2-year follow-up period for returns to homelessness

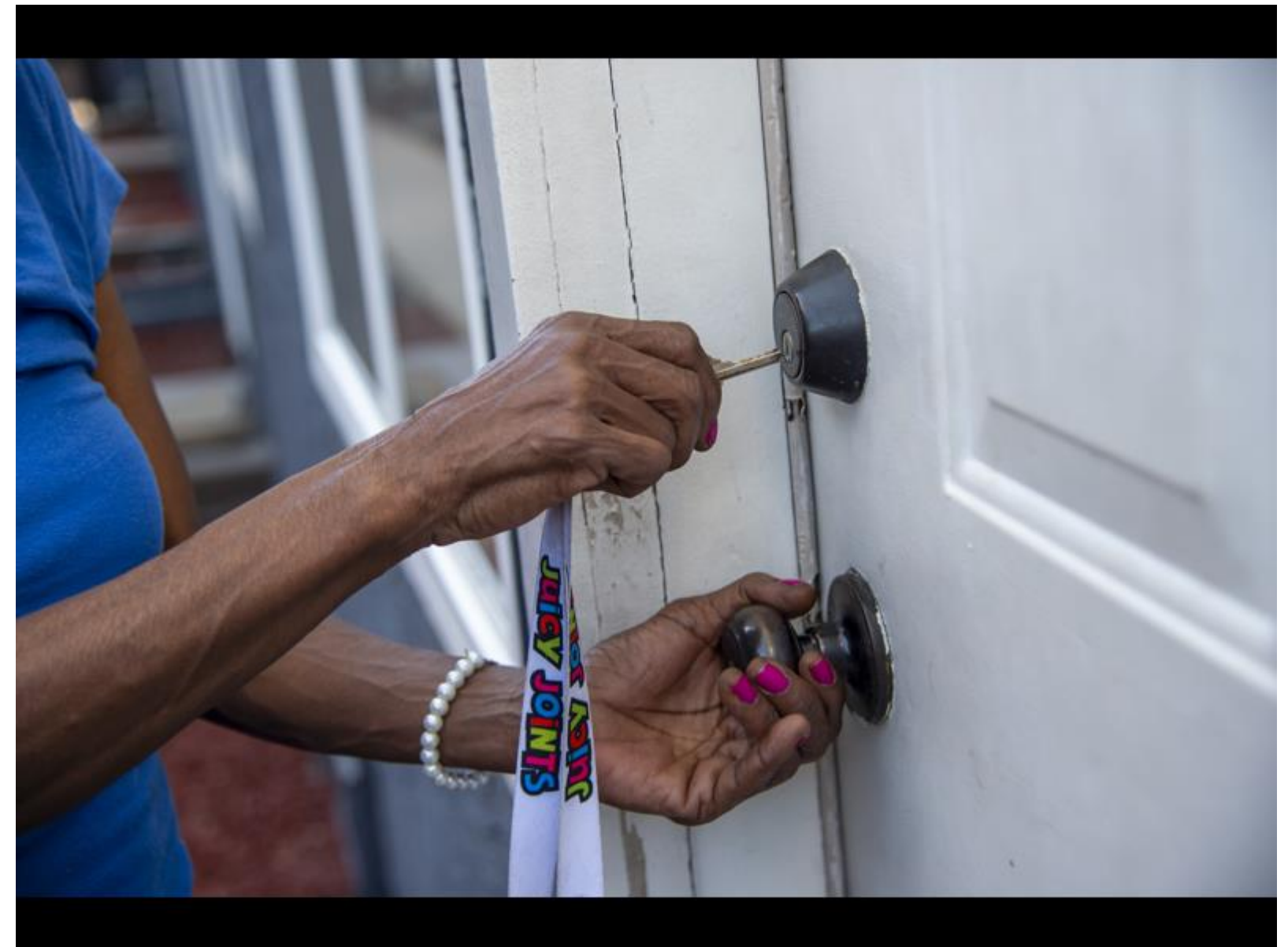
Goal 4: Prevent people from falling into homelessness

Topline Metric: Service Participants Who Are Newly Homeless

81,075 people in FY24-25 

25% increase compared to baseline 

2030 target is 20% decrease
Pct. progress to target so far: -123% 



CEO.

Thank you for your time!



As a reminder, we are publicly launching the Goal Metrics dashboard with updated data in alignment with October ECRHA meeting.

Appendix



- Sources: Measure A goal metrics leverage administrative data extracted into the Countywide Information Hub (CWIH) data lakehouse. The metrics are primarily based on integrated CHAMP and HMIS data, with one metric (Goal 1, Metric 1) based on the unsheltered PiT count and another three metrics (Goal 2, Metrics 1-3) drawing from health services data to observe indication of SMI or SUD (DMH IBHIS, DHS ORCHID, SAPC SAGE).
- Revisions to historical data: Administrative data sources are continually changing. These metrics reflect those changes—even in historical periods. In this update we observe generally minor revisions (in the range of +/-3%) to the baseline period (FY23-24) and other historical periods (FY19-20 through FY22-23). One area of exception are the Goal 2 Metrics where we observe revisions ranging from +/-16%. These revisions reflect the inclusion of more historical SAPC data and mostly increase historical estimates of people with indication of SUD or indication of co-occurring SUD and SMI while decreasing historical estimates of people with indication of SMI alone. Target quantities are continually re-calculated based on the latest baseline estimates.
- Data quality: These metrics reflect changes in data quality. Data completeness and consistency continue to evolve as source systems improve or change. In this update we observe an increase in client profiles missing PII (e.g., date of birth) which may indicate increased client duplication.



State and Federal Policy and Funding Tracking

Assessment of Measure A's Goals

October 2025





Introduction to the Assessment

- In March 2025, the Conrad N. Hilton Foundation commissioned a study on behalf of the Leadership Table to conduct a landscape assessment of the state and federal policy and funding changes as they relate to Measure A goals.
- Over the past 6 months, the Abt team
 - (1) monitored funding and policy changes in the federal and state landscape
 - (2) interviewed system leaders across Los Angeles to understand funding and policy changes that will impact the achievement of Measure A goals.
- The team assessed the status of each “[condition for success](#)” of the five Measure A goals as of fall 2025.





Agenda for Today's Presentation

- Parameters of Assessment
- Scale for Rating the Conditions for Success
- Assessment of Each Goal and Condition
- Key Findings and Opportunities





Parameters of Assessment

- ✓ Examining the conditions for success to achieve Measure A's goals
- ✓ Understanding how changes in the state and federal landscape would impact local decision making within the homeless service system
- ✓ Completing a 6-month (October 2025) and a 12-month report (March 2026)
- ✗ Not asked to measure the metrics (decreases or increases) of reaching each goal
- ✗ Report is not in lieu of formal evaluation agenda on Measure A led by the County








Conditions for Success: Assessment Rating Scale

- To rate each condition we examined:

- Increases/reduction in key resources
- Increases/reduction in supportive/adjacent system resources
- Shift in landscape
- Policy action
- Policy and advocacy opportunities

Assessment Rating	Assessment Criteria
 On Track	All variables remain in place
 Needs Attention	Most variables for the success of this condition are in place
 Under Threat	Significant obstacles for that condition to be met










Context of Conditions for Success

- Some conditions are reliant on state or federal funding and decision-making
- Some conditions are steered by local funding, decision-making, and implementation.
 - When conditions are largely locally driven, we identify it and acknowledge the efforts underway to achieve that condition.





Measure A Goals

Goal		Description
	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.
	Goal 4	Prevent people from falling into homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities, and inequities.
	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.



Assessment of Conditions for Success









Goal 1: Increase number of people moving from encampments into permanent housing

Conditions for Success	Context	Assessment
1. Increase PH placements as well as significantly curtail inflow	Key federal resources ending –EHV Housing First and Harm Reduction practices which may impact federal CoC funding	! Under Threat
2. Reconfigure pathways into PH	HHAP Funding for Access Centers, Interim Housing funding	! Under Threat
3. The region must produce more housing, and it must be accessible to unsheltered people	Increase in federal Low Income Housing Tax Credits 40+ state bills signed to expand inventory and access to affordable housing	🔍 Needs Attention
4. Increasing interim housing must continue beyond emergencies	State funding challenges – HHAP and ERF	🔍 Needs Attention
5. Advocacy to maintain federal funding must continue	Engage needed partners that align with federal administration's priorities	! Under Threat
6. New data tools should be used to track outcomes	Locally driven -- The region's homeless system is actively using data to track outcomes and make program improvements	✓ On Track










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

Conditions for Success	Context	Assessment
1. Effective and robust services must be available	MediCal/CalAim community supports continue to be important to access Some frontline staff may be losing or seeing changes in their own benefits (CalFresh; MediCal)	 Needs Attention
2. The region must maximize leveraging MediCal	Medicaid changes will significantly impact the community's most vulnerable	 Under Threat
3. Maximize occupancy in existing sites	Locally driven: System leaders continue to maximize the current resources available. Understanding utilization at all sites that serve people with substance use conditions and mental health conditions is important	 Needs Attention
4. Advocacy to maintain federal funding, including MediCal waiver must continue	State leaders can continue advocating for the MediCal waiver that funds housing and community supports for beneficiaries	 Needs Attention








Goal 3: Increase the number of people permanently leaving homelessness

Conditions for Success	Analysis	Assessment of Condition
1. The region must produce more housing, and it must be accessible to unsheltered people	Over 40 state housing bills signed into law in 2025 to expand inventory and access. Creation of the state's Housing and Homelessness Agency	 Needs Attention
2. Maximize occupancy in PSH sites	Locally driven: System leaders continue to focus on the utilization of existing resources creating standards or care and addressing obstacles to filling PSH units	 On Track
3. State funding must continue	Reductions and delays in state homeless funding	 Under Threat
4. Advocacy to maintain federal funding must continue	Advocacy for state and federal resources continue however, advocacy groups are being pulled in different directions since all resources are threatened.	 Under Threat
5. Alignment with prevention	Locally driven: Federal and state resources targeted at homeless prevention are sparse. Local funding will drive this effort.	 Needs Attention









Goal 4: Prevent people from falling into homelessness

Conditions for Success	Analysis	Assessment
1. Prevention funding and programs must be targeted to cater to those at greatest risk, or they will not reduce inflow	Locally driven: Resources are local; interventions and outcomes vary across programs – understanding targeting needs to be a priority.	 Needs Attention
2. Prevention funding must align with equity goals	Locally driven: Data analysis is important to ensure equity goals are met for prevention efforts.	 Needs Attention
3. The region needs a prevention system with an appointed executive manager	Locally driven: Currently not a regional, aligned approach towards prevention	 Needs Attention





Goal 5: Increase the number of affordable housing units in LA County

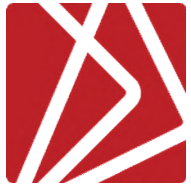
Conditions for Success	Analysis	Assessment
1. Resources from federal, state, and local sources must stay steady	40+ Housing Bills signed in 2025 in CA; Increase to LIHTCs in CA; Measure A and ULA are new funding sources for affordable housing production	 On Track
2. Innovation must play a role in bringing down costs, diversifying financing	Some state housing bills encourage innovation and cost savings	 Needs Attention
3. Increasing federal budget authority can increase vouchers in circulation	Funding ending for EHV's in 2026: expected cuts or eligibility requirements for HCVs	 Under Threat
4. Housing funding should be allocated according to gaps in production	Locally Driven	 Needs Attention
5. Housing funding should be allocated according to gaps in production Measure A can be sole source or leveraged		
6. LACAHSa can issue bonds, and increase leverage		
7. Production alone will not close the gap		
8. Focus on shovel ready projects		





Key Findings & Opportunities





Threat to Rental Subsidies

Loss of funding in the state budget and potential loss of federal resources significantly impact both time-limited and permanent rental subsidies.

Opportunities: Explore new ways to engage partners that align with federal administration (e.g., builders, pro-supply side, landlords – National Apartment Association, American Apartment Owners Association, National Association of Rental Property Managers)





Scale Up and Invest in Family System

Although reductions in funding from the state budget and federal programs will heavily impact the single adult response system, there are signs that the federal administration is prioritizing families and may look for new ways to invest in this area.

Opportunity: Identify resources, programs, and approaches that address family self-sufficiency and child well-being within the new administration's priorities.





Self-Sufficiency and Housing Support

Federal changes to Medicaid will have broad system impacts for healthcare providers and for people experiencing homelessness. The federal government's current priorities around self-sufficiency, increased work requirements, and accountability measures are a shift from California's statewide and local focus on Housing First.

Opportunity: Homeless service providers and employers can identify new ways to partner and highlight existing efforts to boost employment outcomes for people experiencing homelessness. There may be avenues for supporting training, education, and employment opportunities for people experiencing homelessness.





Strategic Efforts

- Creating short, medium, long-term strategies to ask for resources for the homeless services system

Examples:

- Create partnerships with apartment associations to advocate for landlords – loss of rental subsidies impacts landlords across the country
- Quantify the number of households that will lose housing from loss of EHV's, PH funding by CoC dollars, and vouchers and ask for specific funding from state legislature
- Continue to discuss creating an annual funding source (compared to one-time funding) with state leaders





Next Steps

- The Abt team will conduct a second round of interviews with key system leaders in 2026 to understand additional changes to the state and federal landscape.
- We will create a 12-month report and presentation in March 2026.





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