

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, December 18, 2025
Time: 2:00 – 4:00 PM
Location: Kenneth Hahn Hall of Administration
500 West Temple St.
Room 140-B
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,,17099464#

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	Daniella Urbina, First District
II.	Time-Limited Subsidies	Sarah Kinslow Associate Director of Time-Limited Subsidies, Los Angeles Homeless Services Authority Nathaniel VerGow Deputy Chief Programs Officer, Los Angeles Homeless Services Authority AuBre Martinez Director of Permanent Supportive Housing, Housing for Health, Los Angeles County Department of Health Services
III.	2026 Homeless Count	Paul Rubenstein Deputy Chief External Relations Officer, Los Angeles Homeless Services Authority Bevin Kuhn Deputy Chief Analytics Officer, Los Angeles Homeless Services Authority
IV.	LACAHSA UA Formula Options	Onnié Williams III Manager, Local Jurisdiction Coordination & Support,

		<p>Chief Executive Office, Homeless Initiative and Affordable Housing</p> <p>Ari Hamilton Senior Analyst, Local Jurisdiction Coordination & Support, Chief Executive Office, Homeless Initiative and Affordable Housing</p> <p>Matt Lust Assistant Director of the Housing Development and Preservation Division, Los Angeles County Development Authority</p> <p>Lynn Katano Director of the Housing Development and Preservation Division, Los Angeles County Development Authority</p> <p>Manuel Ruiz Chief of Public Policy, Los Angeles County Department of Consumer and Business Affairs</p>
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: January 8, 2026



TLS to PSH Leadership Convening

Los Angeles Homeless Services Authority

—

Nathaniel VerGow, Deputy Chief of Programs
Sarah Kinslow, Associate Director Permanent Housing Programs
12/18/2025

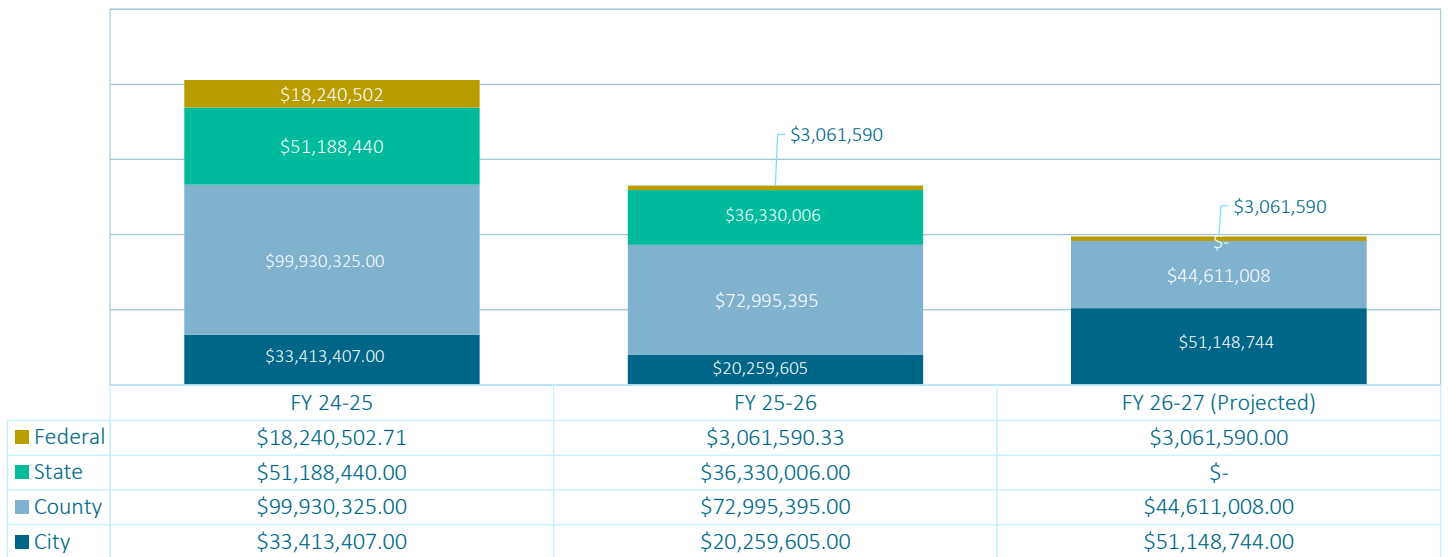
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Agenda

- 1 Funding
- 2 Households Served
- 3 TLS Rampdown
- 4 Questions

Funding

Funding Landscape



*City TLS is based on LAHSA's funding request for FY26-27

**County's recommendations for FY26-27, to be administered by HSH, not LAHSA

***HHAP TLS contributions in FY26-27 depend on available underspend, assuming all funding will be spent in FY25-26

****SUNOFO slots are assumed to be level for FY26-27 based on underspend

Households Served



Total Households Served

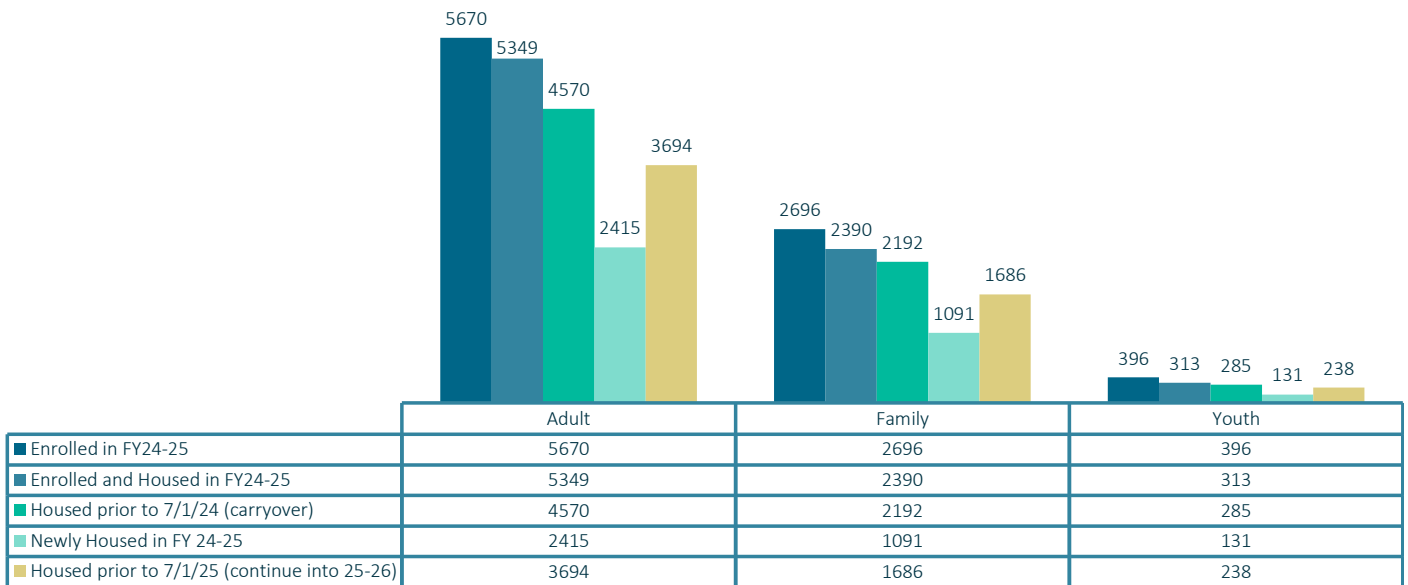
Populations:

- **Adult:** Households that include people who are over the age of 18
- **Youth:** Households that include people who are between the ages of 18-26
- **Family:** Households that include a minor under the age of 18

Data Points:

- **Served:** Households enrolled in a HMIS TLS program
- **Housed:** Total households enrolled in a HMIS TLS program and show a move in date
- **Housed prior to 7/1/24:** Households that were housed prior to 7/1/24 and then exited (or are still active) after 7/1/24
- **Housed prior to 7/1/25:** Households that were housed prior to 7/1/25 and then exited (or are still active) after 7/1/25
- **Newly Housed in FY 24-25:** Total households newly housed in TLS in FY 24-25

Total Households Served and Housed in FY 24-25



Exit Definitions:

Populations:

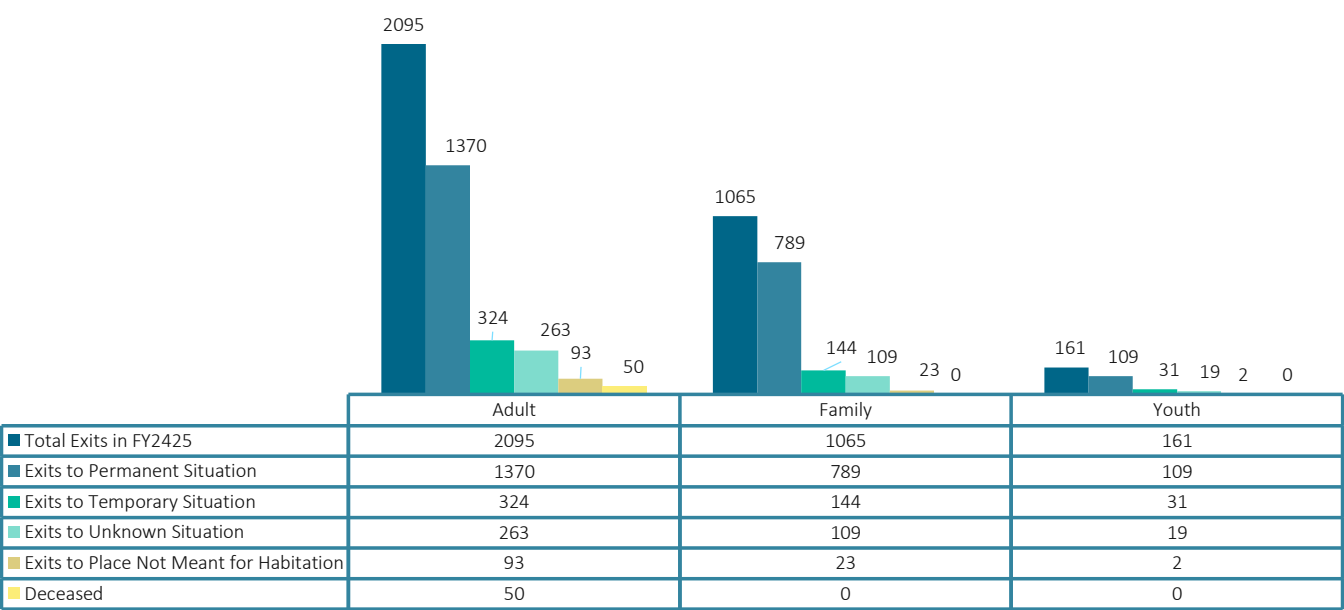
- **Adult:** Households that include people who are over the age of 18
- **Youth:** Households that include people who are between the ages of 18-26
- **Family:** Households that include a minor under the age of 18

Destinations:

Destinations are in relation to where the participant is going and does not reflect why the participant is at the location.

- **Households exited to a Permanent Situation:** the household will maintain housing through a PSH voucher or participant is able to sustain permanent housing without a subsidy
- **Households exited to a Temporary Situation:** the household was transitioned to a temporary location such as an interim housing site
- **Households exited to a Unknown Situation:** the household did not complete an exit summary prior to leaving the TLS program
- **Households exited to a Place Not Meant for Habitation:** refer to environments that are unsafe, unstable, or unsuitable for living, often associated with homelessness and inadequate living conditions
- **Deceased:** a household who became unalive during the enrollment of the program

Total Exits and Destination in FY 24-25



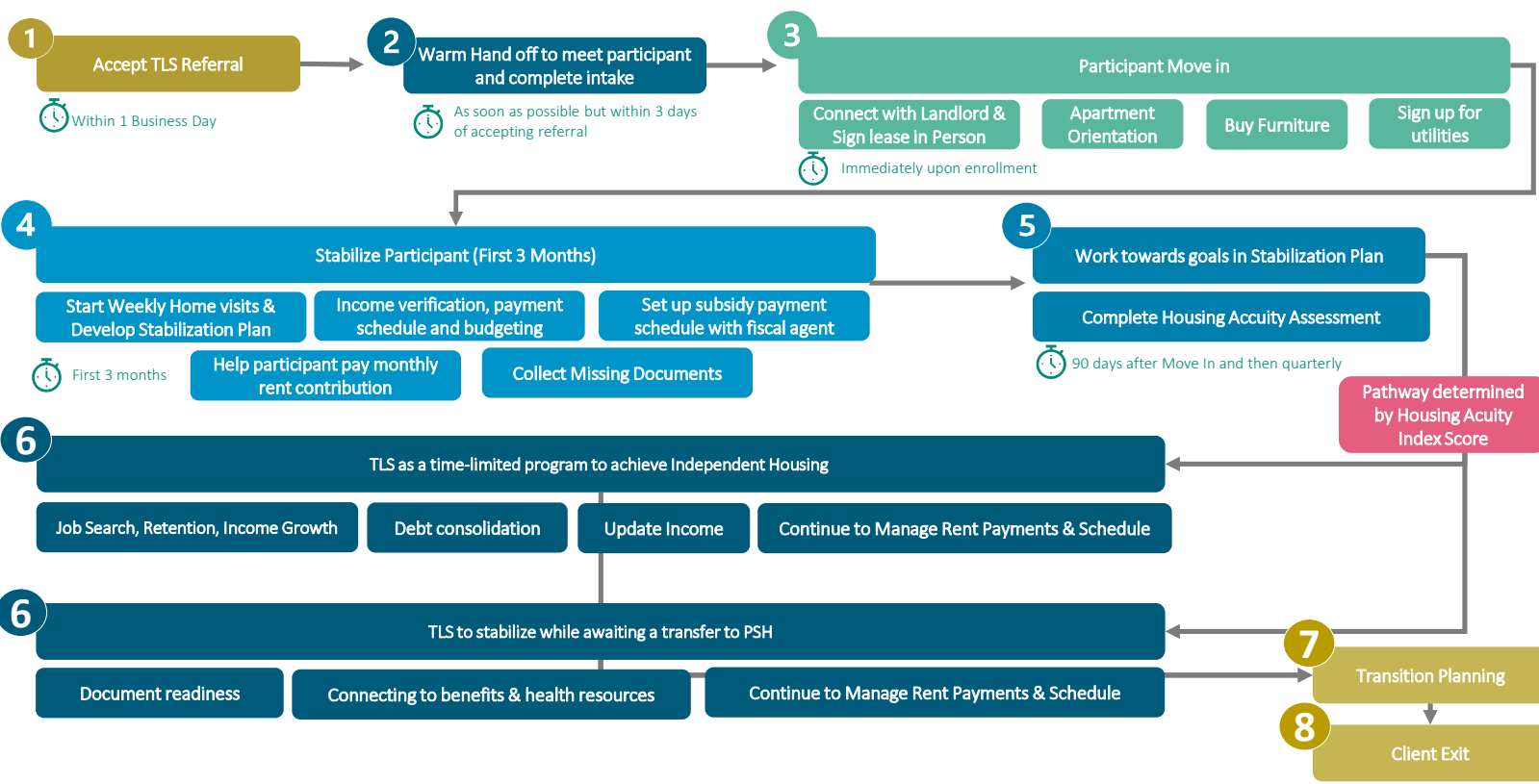
TLS Rampdown

Time Limited Subsidy (TLS) Program Model

The TLS program model has maintained the same goal - provide case management and rental assistance services to enrolled and housed participants

- Regularly assess participant needs (SRS and KPI requires 90-day HAI assessments) and provide the necessary support to ensure that participants can maintain their housing once they have exited the program
 - **If PSH eligible**, support participants to acquire documents and verification needed to expedite a transfer to PSH, if matched
 - **If not PSH eligible**, support participants to increase their incomes and rent contributions, to take full responsibility of their rent by the time of program exit
- Adult and Family TLS programs experienced significant budget reductions in FY 25-26 and are in a planned ramp-down phase, preventing new participant enrollment.
 - SUNOFO, Pathway Home, YHDP, Youth, and DV TLS programs are not on pause and can enroll participants **as capacity allows**
- This fiscal year, the primary objective is to sustain housing for currently housed participants and facilitate successful exits from TLS.
- Slot allocations were established based on HMIS data from April 18, 2025, following the enrollment and move-in pause.
 - TLS providers have been instructed to exit unhoused participants from Adult and Family TLS programs.

Time Limited Subsidies Workflow



Strategies for Ramp Down

LAHSA and providers are working closely to reach ramp down goals through attrition, as participants secure stable, permanent exits from TLS over the course of the year

1. Expected TLS Exit Strategies

- Move eligible housed participants to SUNOFO or Pathway Home programs, ideally with the same provider
- Support PSH transfers for participants matched to PSH
- Regularly assess participants for PSH need and compiling eligibility documents so they can quickly transfer if matched
- Actively help participants who are not PSH eligible with income growth and increased rent contributions
 - Need to work with LAHSA on strategies for participants who are not PSH eligible but need a long-term subsidy
 - Roommate housing models and shared housing should be considered for long term housing stabilization

2. Tableau provider dashboard have been created to allow providers to see which participants should be pursuing each strategy and to track progress toward the provider's overall ramp down target



Data Analysis and Validation

Tableau provider dashboard have been created to allow providers to see which participants should be pursuing each strategy and to track progress toward the provider's overall ramp down target

- Housing Acuity Index Assessment (HAI) determines eligibility for PSH only used for participants enrolled and housed in TLS
- CES Assessment (VISDAT or LA HAT) determines eligibility for PSH for participants unhoused

	9/30/25	11/11/25	12/16/25
HAI – Not Assessed	863 participants	373 participants	305 participants
CES Assessment prior to TLS - Not Assessed	189 participants	76 participants	54 participants

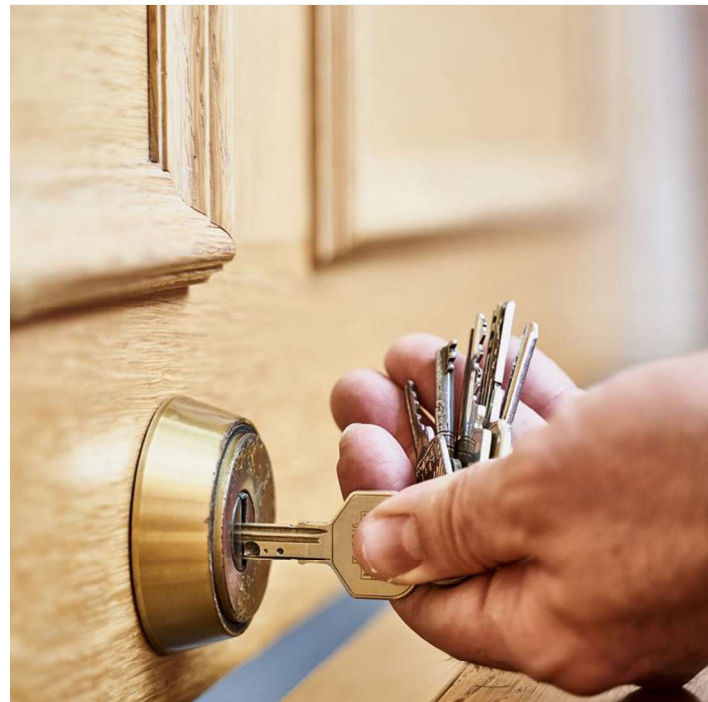
Data pull on 12/16/25



TLS Exit Guidance

Participants should not be exited from TLS prematurely, prior to viable housing being identified and secured.

- Exits from TLS should occur through natural attrition, including:
 - Increased income sufficient to sustain rent and the unit independently
 - Permanent Supportive Housing (PSH) match with lease executed
 - Relocation to a more affordable housing unit
- Participants should not be exited from TLS without a viable housing solution, particularly when:
 - They have received 24 months
 - In FY 2025–26, Financial Assistance Extension Requests may continue to be approved for participants who require additional time in TLS, in alignment with funding source guidelines.
 - They have no income or very low income
 - They do not have an ongoing housing subsidy
- Providers are expected to **communicate proactively with LAHSA TLS Coordinators** regarding any participant who lacks a permanent housing solution and is being considered for exit from TLS.



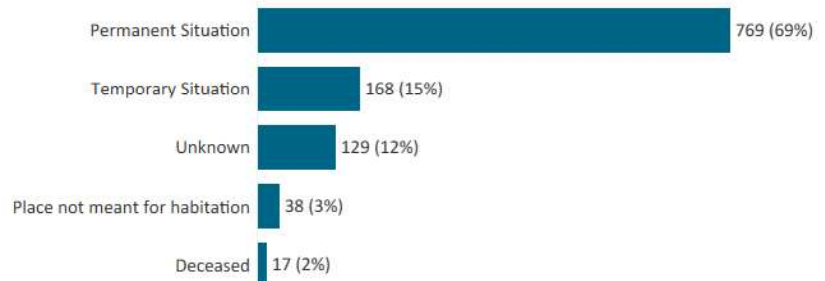
Exits in FY 25-26

- Ramp down efforts began on July 1 at the beginning of the fiscal year.
- LAHSA's ramp down goal is 3,521 households in Adult and Family programs.
- 1,121 exits since 7/1/25
- LAHSA is pulling routine exit reports to ensure providers are following exit guidance, if a provider is showing high negative exits, additional TA is provided.

*An increase in exits to unknown situations or non-permanent housing placements were due to providers exiting due to the concern of a hefty ramp down goal by the end of the fiscal year. LAHSA has since provided training and guidance for appropriate exits.

Data pull on 12/16/25

Ramp Down Exits Since 7/1/25



Collaboration with Community Partners

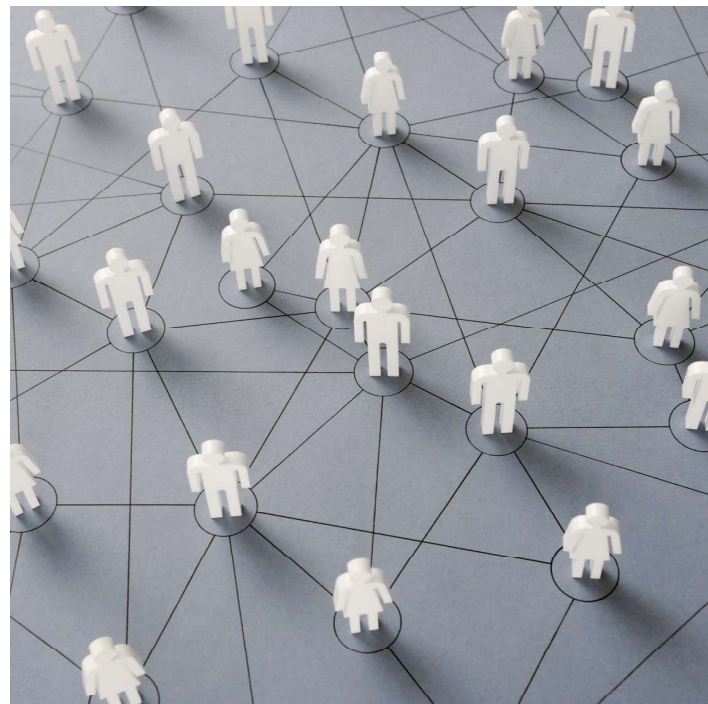
The success of the TLS ramp-down has been driven by close collaboration with community partners committed to shared accountability and participant outcomes.

A **TLS Exit Working Group** (LAHSA, City, and County) meets on a routine basis to ensure participants are connected to available PSH resources, discuss potential risks, and provide ramp down progress reports.

- Occupied in PSH and enrolled in TLS
 - 193 households as of 6/10/25
 - 36 households as of 11/11/25
- Increase in overall matches to PSH
 - 442 households as of 6/10/25
 - 596 households as of 11/11/25

LAHSA and **TLS providers** meet on a routine basis to case conference and ensure all participants are receiving the appropriate services

- Discuss potential exits
- Participants without a permanent housing solution
- Encouraging Housing Acuity Indexes are completed in a timely manner
- Training on Tableau dashboards and ensuring providers have access to the dashboards



Lease up - TLS to PSH

Utilization of all PSH vouchers is critical to TLS ramp down efforts

- Memo executed on September 19, 2025
 - Created by LAHSA, City, and County
 - [Link to the memo](#)
- Households are recommended to lease in place if they are housed in TLS and matched to a Tenant Based PSH opportunity
- **60-day transition window:** Participants have up to 60 days after TB subsidy issuance to complete unit inspection and lease-in place.
 - Extensions to the 60-day period may be approved by LAHSA with documented delays.
- **Coordinate TLS exit with TB subsidy start:** TLS rental subsidy should end when PSH subsidy begins—no unnecessary overlap
 - Providers should not automatically exit participants from TLS until PSH subsidy is fully active.
- Connect to ICMS provider for ongoing housing retention support.



Re: TLS Lease in Place Using Tenant Based Subsidies (Vouchers and Certificates)

This memorandum outlines guidelines to assist participants enrolled in the Time-Limited Subsidy (TLS) program who have been issued a Tenant-Based (TB) subsidy and are in receipt of Department of Health Services (DHS) Intensive Case Management Services (ICMS). Some participants have already received such opportunities, while others may receive them in the future. ***The process of transferring a participant from TLS to PSH should be completed within 60 days of TB PSH subsidy issuance.*** This memo focuses on the role of the TLS provider; there is companion guidance for ICMS providers.

Who does this guidance apply to?

This guidance applies to any TLS participant who is offered an opportunity to apply to a TB PSH subsidy and ICMS.

How long can a participant remain in TLS after they've been approved for a TB subsidy?

A TLS participant will have 60 days remaining in the TLS program after they are issued a TB rental subsidy. The timeframe of 60 days allows for processes like the unit inspection and lease signing so the TB PSH subsidy can be fully utilized. Upon TB PSH subsidy issuance, participants will be given 60 days to remain in their current unit and use their TB PSH subsidy there or find a unit of their choice. **Participants are strongly discouraged from attempting to locate another**

Overall Impacts to the System

Without TLS availability, the LA County rehousing system loses its primary bridge from interim housing to permanent housing, creating bottlenecks that stall housing placements, reduce shelter capacity, and prolong unsheltered homelessness.

Prolonged Encampment Stays Due to Reduced System Throughput

- When TLS subsidies are unavailable, **exits from Interim Housing (IH) slow**, reducing bed turnover.
- Limited IH capacity directly constrains the system's ability to offer placements to unsheltered individuals living in encampments.
- As a result, people remain **unsheltered for longer periods**, despite active outreach and housing engagement.
- Unsheltered individuals are less likely to accept IH when they perceive it as a **dead end with no clear housing pathway**.
- Lack of visible exits from IH erodes trust in the rehousing system and diminishes engagement during outreach efforts.
- This undermines street outreach effectiveness and encampment resolution strategies.

Reduced Flow From Interim Housing to Permanent Housing

- TLS functions as a primary exit pathway from Interim Housing (IH) for households not immediately eligible for PSH or long-term subsidies.
- A shortage of TLS subsidies creates bottlenecks in IH, reducing bed turnover and limiting the system's ability to engage unsheltered households.
- Longer stays decrease bed turnover, limiting the system's ability to serve new unsheltered households.
- This shifts IH away from its intended role as a short-term stabilization and engagement resource.
- Participants may complete housing plans, documentation, and landlord outreach while in IH, yet remain unable to lease units due to the absence of TLS.

Impacts to Housing Navigation

- HN staff may identify units and engage landlords, but leases cannot be executed without rental assistance.
- Landlords are less willing to hold units when subsidy timelines are uncertain.
- Credibility of HN providers is weakened when financial commitments cannot be finalized.
- Staff time shifts from placement to crisis management, extensions, and system coordination.

Questions



Homeless Deputies

2026 Greater Los Angeles Homeless Count

LOS ANGELES HOMELESS SERVICES AUTHORITY

Paul Rubenstein, Deputy Chief External Relations Officer
Bevin Kuhn, Deputy Chief Analytics Officer

December 18, 2025

Agenda

01 Overview and Important Dates

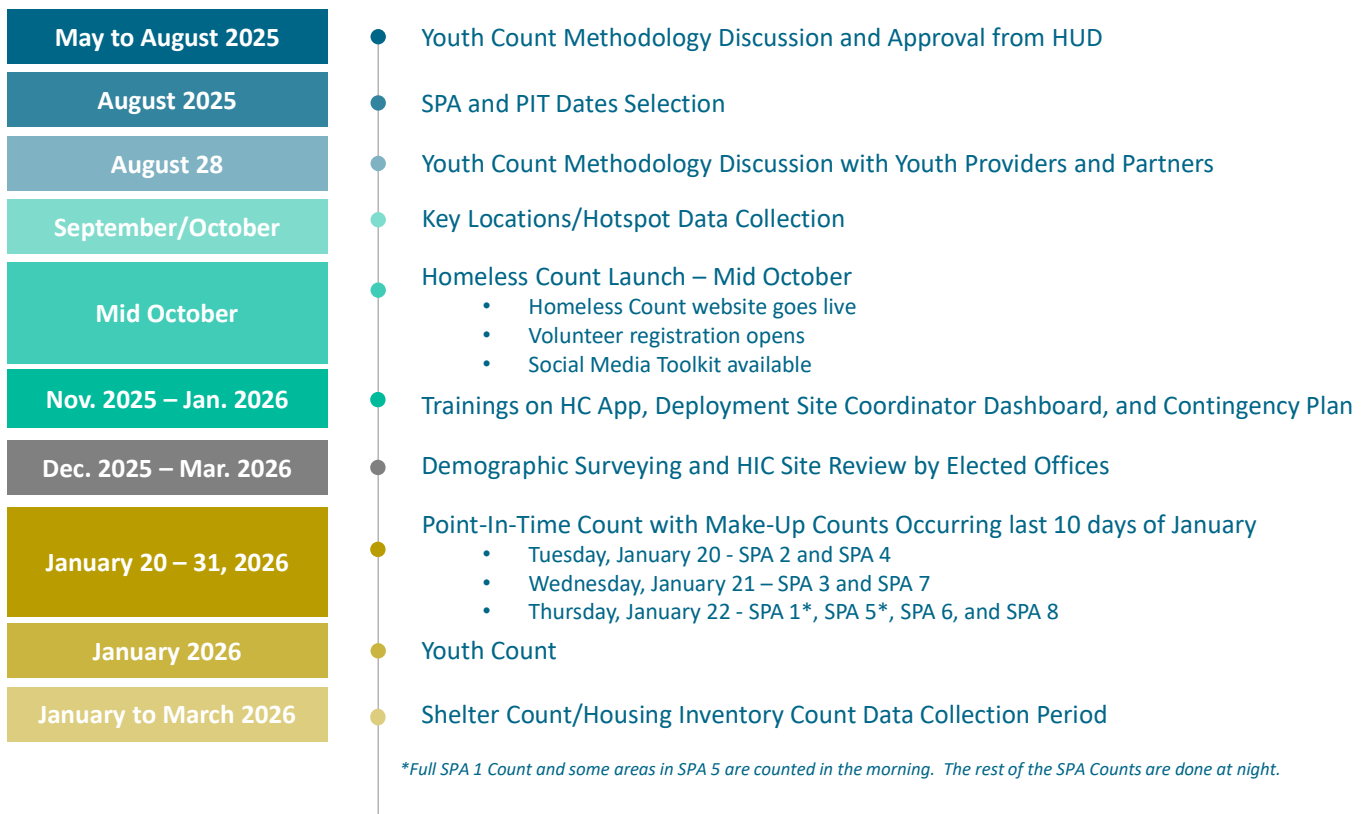
02 Deployment Sites, Volunteers, and Housing Inventory Count Updates

03 Key Focus Area

04 How Homeless Deputies Can Help?

05 HC 27 Re-procurement Update

Key Dates and Milestones



Current Status

Deployment Sites

- 94% (135 out of 148) total sites fully confirmed
- Ahead of schedule relative to previous years
- Expanded partnerships for DS



Volunteers

- As of 12/15/2025, 1,065 Registered Volunteers out of 3,952 requested; +282 compared to this time last year; 98 LAHSA Staff assigned, approx. 50% complete.
- Posting on multiple volunteer platforms; tabling; other targeted outreach



Other Relevant Information to Share

- Social Media Toolkit available on count.lahsa.org
- Ability to track volunteer registrations and high need areas on [Live Registration Tracker](#) | [The Greater Los Angeles Homeless Count Hub](#)






Housing Inventory Count (HIC) Update

- 01 Outreaching earlier to such stakeholders as cities, housing authorities, county departments, and HCAB
- 02 Optimizing review process so providers can easily validate their data and compare with the HIC forms
- 03 Enhancing validation of provider HIC data
- 04 Holding HIC kick-off event for service providers
- 05 Creating workflows to deliver jurisdictional shelter information separate from the HUD methodology that separates program data by site

HIC data collection processes are being enhanced to capture the work of shelter programs more completely.



Strengthening Outreach and Deployment Readiness

- 01 Partnering with LA County's Outreach Collaborative for low volunteer turnout areas and special consideration areas
- 02 Soliciting support for hard-to-reach areas such as Sepulveda Basin from elected offices and community organizations to ensure complete coverage
- 03 Assigning strong Team LAHSA representatives to Deployment Sites with historical high number of make-up tracts and/or larger areas to cover
- 04 Offering additional Mock Deployment Sessions, where Deployment Site Coordinators can pick up materials, test the dashboard and HC app for bugs, and voice any questions and/or concerns
- 05 Providing supplies earlier via mock deployment sites and offering additional opportunities for materials pick-ups throughout December

Earlier engagement with LA County's Outreach Collaborative and Volunteer Deployment Site Coordinators are both having a positive impact.



Key Focus Area: *Volunteer Recruitment*

- 01 Partnerships with local schools, businesses, faith communities and other groups capable of activating significant numbers of their own stakeholders
- 02 Greater deployment site involvement with elected offices
- 03 Stronger partnership with parks, forestry and county outreach collaborative
- 04 More frequent marketing emails for volunteer registration
- 05 Social media ads in December and January

Volunteer recruitment shows significant progress over last year.

How Homeless Deputies Can Help?

Volunteer Recruitment: Help us recruit volunteers for the Sites below

Historic Filipino Town
Highland Park
Covina
Boyle Heights
West Covina
El Monte
Montebello
Lincoln Heights
Hacienda Heights
Rowland Heights

01

Mid City
Wilshire Koreatown
Carson
Compton
Adams
South Park/DTLA
South Central
Harbor Gateway
Del Aire Westmont

02

Reseda
Chatsworth
Van Nuys
Pacoima
Panorama City
Westwood
North Hills
West Hills
Palms
North Hollywood

03

Greater Wilshire
Torrance
San Pedro
Downey
South Gate
Palos Verdes
Wilmington
Norwalk
Santa Fe Springs
Paramount

04

Santa Clarita
Glendora
Silverlake
East Hollywood
Sunland-Tujunga
Monrovia
Arcadia
Duarte
Temple City

05

How Homeless Deputies Can Help?

Deployment Sites: Help us find sites and leaders for the locations below

<p>Avocado Heights: Site and Leader</p> <p>Industry: Site and Leader</p> <p>Walnut: Leader</p> <p>Silverlake: Leader</p> <p>La Puente (unincorp): Site and Leader</p> <p>Alhambra: Leader</p> <p>01</p>	<p>University Park: Leader</p> <p>Greater Wilshire: Leader</p> <p>02</p>	<p>North Hills: Site and Leader</p> <p>Pacific Palisades: Site</p> <p>03</p>	<p>Lakewood: Site and Leader</p> <p>South Gate: Leader</p> <p>Alondra Park: Site</p> <p>04</p>	<p>None Needing Support</p> <p>05</p>
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HC 2027 Reprocurement Update and Process

01 Statistical and Demographic Surveying Request for Proposals (RFP) – Overall one year process

- Developed Stakeholder Engagement Plan and Process to obtain feedback from funders, community partners, and others regarding data needs/wants and will incorporate feedback into procurement request
- Developed the HC 27-29 Re-Procurement Plan and Timeline for a July 2026 contract execution

02 Technological Needs of the Point-In-Time Count

- Due to the lifespan of the software product (four years), the technology vendor will be reprocured starting with the 2029 Count

03 Overall Homeless Count Budget

- Developed a Budget Plan that accurately details the full cost of conducting the PIT Count

December 2025

LACAHSA UA Formula Options

Analysis for Board Report Back

Department of Homeless Services and Housing (HSH)



Chief
Executive
Office.



County of Los Angeles
Homeless
Initiative



LCAHSA UA Formula Options

Context of the Analysis

- ❑ As an "eligible jurisdiction," LA County is projected to receive \$24,782,720 from LCAHSA on behalf of our Unincorporated Areas and must spend that funding on three eligible uses:
 - ❑ Production, Preservation, and Ownership (PPO);
 - ❑ Renter Protection and Homelessness Prevention (RPHP); and
 - ❑ Technical Assistance (TA).
- ❑ On April 4, 2025, the CEO provided the Board a Report on the Creation of Framework for LCAHSA UA Funds, outlining how the Chief Executive recommends spending the \$24.7M in compliance with LCAHSA's program requirements.
- ❑ On September 30, 2025, the Board directed the CEO to work with LACDA, DCBA, and HSH to develop an analysis for formula options and recommendations for the allocation of the LCAHSA funding. That analysis was completed and submitted to the board on December 1, 2025, and is summarized in this presentation.
- ❑ On September 30, 2025, the Board also requested a multi-year strategic plan for the implementation of LCAHSA UA funds, which is still in development.

LACAHSA UA Formula Options

Baseline Assumptions

Eligible Use	Total Allocation	Subject to Sub-Allocation	Baseline Assumption
PPO New Construction	\$14,356,803	\$14,356,803	Include all. However, note this amount (which is 77.25% of all PPO funding) must be spent on constructing new affordable housing regardless of sub-allocation.
PPO Flexible	\$4,228,055	\$4,228,055	Include all.
RPHP	\$5,312,453	\$5,000,000	Exclude \$312,453 in the sub-allocation analysis, given the County's intended investment in a countywide Integrated Service Model.
TA	\$885,409	\$0	Exclude from sub-allocation analysis given magnitude and purpose.
TOTAL	\$24,782,720	\$23,584,858	Exclude \$1,197,862 given reasons cited above

LACAHSa UA Formula Options

The Equity Baseline

What is it?	The equity baseline focuses on the geographic distribution of renters who are members of race and ethnicity groups disproportionately impacted by homelessness and poverty. The baseline estimates their relative percentage share in each unincorporated area across the five Supervisory Districts.				
How is it used?	The baseline is used as a point of reference when evaluating the equity of each sub-allocation formula option. For example, how does the allocation of resources in Formula #1 compare with our equity baseline? How does Formula #2 compare?				
What does the equity baseline show?	SD1	SD2	SD3	SD4	SD5
The estimated percentage of disproportionately impacted renters who reside in unincorporated areas.	33%	34%	1%	13%	19%
UA Renter Households	41k	42k	1.4k	16k	25k

LACAHS UA Formula Options

Data & Formulas

Formula	Sub-Allocation Method	Data Used
#1	Even Sub-Allocation	None – Divides evenly by five districts.
#2	Local Solutions Fund (LSF) Methodology	Multi-Year Point-in-Time Count <u>and</u> U.S. Census Data American Community Survey 5-Year average of Families with less than \$10k in Income in the Unincorporated Areas.
#3	Unincorporated User Utility Tax (UUT)	The share of the County's UUT revenue that comes from each Supervisorial District's unincorporated communities. UUT is a usage tax applied to utility services (communication, electricity, and gas) when the billing or service address is in the unincorporated areas of LA County.
#4	Regional Housing Needs Assessment (RHNA) <u>and</u> Renter Households	<p>PPO was suballocated based on Realistic Capacity, which is necessary to meet our County-wide RHNA goal. Realistic Capacity focuses on units likely to actually be developed based on <i>typical densities of existing or approved residential developments at a similar affordability level in that jurisdiction, and on the current or planned availability and accessibility of sufficient water, sewer, and dry utilities.</i></p> <p>RPHP was suballocated based on the share of renter households in each Unincorporated Area.</p>
#5	Affordability Metric	Each unincorporated areas relative share of rent-burdened households .
#6	Displacement Risk	Weighted scoring of each unincorporated areas Displacement Risk (Low, Medium, High).

LACAHSA UA Formula Options

Result

Key Findings:

- Even sub-allocation (#1) is inequitable for every district – under-or-over representing need across the board.
- The LSF Method (#2) drives allocations where unsheltered homelessness is highest or growing, which is not always correlated with the location of rent-burdened households.
- Suballocation formulas that rely on affordability data on rent-burdened households (#5) or the risk of displacement (#6) are most closely aligned with the equity baseline.
- Regardless of these findings, there are compelling arguments for keeping PPO and RPHP allocations aggregated (see next slide)

	SD1	SD2	SD3	SD4	SD5
Formula 1	20%	20%	20%	20%	20%
Formula 2	15%	42%	3%	7%	32%
Formula 3	25%	25%	5%	18%	27%
Formula 4	39%	21%	8%	9%	23%
Formula 5	30%	34%	1%	15%	20%
Formula 6	32%	34%	2%	11%	20%
Equity Baseline	33%	34%	1%	13%	19%

Low ← % Allocation → Hi

LACAHSA UA Formula Options

A Case for Resource Aggregation

The Bottom Line: Consolidated resources at LACDA and DCBA ensure that allocations remain responsive to changing market, environmental, and zoning conditions, while still prioritizing communities facing the highest housing instability and displacement risk. This approach balances equity and feasibility—ensuring LACAHSA resources deliver the greatest possible impact for UA residents.

Aggregating PPO Funds:

- Helps leverage other development and production dollars
- Enhances the ability to create projects scaled to absorb Project Labor agreement requirements
- Promotes flexibility to adapt to financial/market conditions, environmental constraints, and zoning challenges.

Aggregating RPHP Funds:

- Leans on DCBA's existing ability to target UA's experiencing greater housing instability and displacement pressure
- Leverages the role of Stay Housed LA's centralized intake system