



# Board of Supervisors Homelessness & Housing Cluster Agenda Review Meeting

**DATE:** March 12, 2026

**TIME:** 2:00PM – 4:00PM

**MEETING CHAIR:** Daniella Urbina, First District

**MEETING FACILITATORS:** Jeannette Ban West and Jillian Sadler, Department of Homeless Services and Housing

**THIS MEETING IS HELD UNDER THE GUIDELINES OF BOARD POLICY 3.055.**

To participate in the meeting in-person, the meeting location is:  
Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012  
Room 374-A

To participate in the meeting virtually, please call teleconference number (323) 776-6996 and enter 480 416 167# or [click here to join the meeting](#).

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

Members of the public may address the Homelessness & Housing Cluster on any agenda item during general public comment. The meeting chair will determine the amount of time allowed for each item.

**This teleconference will be muted for all callers. Please dial \*6 to unmute your phone when it is your time to speak.**

**I. Call to Order**

**II. Board Motion(s):**

a. None.

**III. Board Letter(s):**

a. None.

**IV. Presentation/Discussion Item(s):**

a. Time-Limited Subsidy Program Update

Presenters:

- Liz Ben-Ishai, Senior Manager, Housing Strategy & Solutions, Department of Homeless Services and Housing

- AuBre Martinez, Director, Housing Strategy & Solutions, Case Management, Department of Homeless Services and Housing
- Sophia Rice, Chief Program Officer, Los Angeles Homeless Services Authority
- Nathaniel VerGow, Deputy Chief Program Officer, Los Angeles Homeless Services Authority

**V. Informational Item(s) (any Informational Item is subject to discussion and/or presentation at the request of two or more Board offices):**

- a. None.

**VI. Consent Item(s)**

- a. None.

**VII. Closed Session**

- a. None.

**VIII. Future Agenda Items**

**IX. Public Comment**

**X. Adjournment**

If you would like to email a comment for an item on the Homelessness & Housing Cluster agenda, please use the following email address and include the agenda number you are commenting on:

[homelessness\\_and\\_housing\\_comment@hsh.lacounty.gov](mailto:homelessness_and_housing_comment@hsh.lacounty.gov)

**UPDATE**

# Time Limited Subsidies Program

Homelessness Policy Deputies Meeting

March 12, 2026



# Overview

## FY 26-27 HSH TLS Program

1. TLS Resources to be Administered by HSH
2. Transition Process
3. Program Model Development
4. Timeline for Implementation

# TLS resources to be administered by HSH

- The Board of Supervisors (BOS) approved the FY26-27 spending plan, which included funding to maintain the same number of Measure A-funded TLS slots as were previously funded through LAHSA in FY25-26.

<b>Populations</b>	<b>Slots</b>
Adults	1241
Families	487
Youth	120
DV/IPV	115
<b>Total</b>	<b>1963</b>
Shallow Subsidy	621



# TLS Transition Process

# Transition Context

- All Measure A funded TLS slots that were previously administered by LAHSA will be administered by HSH in FY 26-27
- HSH has been working closely with LAHSA and the City of Los Angeles to prepare for this transition
- This transition planning is happening concurrently with a significant ramp down of TLS resources across the region. While Measure A slots remain level, funding from the City of Los Angeles and LAHSA HHAP for existing slots will not continue next FY
- For the family system, the County allocated one-time funds in FY 25-26 to mitigate the impact of loss of Housing Support Program (HSP) from the California Department of Social Services. These one-time funds will not be available next FY, necessitating ramp down



# Unbraiding of County Funds from Other Funding Sources

- Under LAHSA, County funds were braided with City and LAHSA funds in many adult TLS contracts. Up until now, individual participants were not associated with a specific funder
- In order to shift Measure A-funded TLS to HSH, specific participants must be assigned to Measure A-funded turnover/ongoing slots
- HSH and LAHSA are finalizing a prioritization process to assign participants to ongoing slots. Once finalized in the coming weeks, HSH will have information that is needed for:
  - Transition of rental payments for selected participants to the fiscal agent
  - Determinations regarding initial billing rates for TLS services

# TLS Case Management Model and Rates

- HSH-administered TLS case management will build on the existing Intensive Case Management Services (ICMS) model, previously administered by Housing for Health and now administered by HSH in Permanent Supportive Housing (PSH)
- Staff are in the process of assessing the need for changes to the ICMS SOW to ensure that it meets TLS program needs and objectives
- Providers will be paid based on the ICMS billing structure
- HSH will be providing technical assistance and ongoing support to TLS providers unfamiliar with the ICMS billing structure



# Case Management Billing Rate Structure

## Purpose & Design Principles

We use two billing rates (high/low) to compensate HSH case management providers. We apply billing rates based on our multifactorial analysis, which accounts for:



### How We Prioritize For Higher Billing Rates

- ↑ Participant Acuity
- ↑ Case Management Intensity
- ✓ Better Participant Outcomes
- ✓ Stronger Case Documentation

### Key Principles

- ✓ Billing rates are **not arbitrary** and **not punitive**
- ✓ Structure designed to:
  - ✓ Prioritize higher payment for higher-need people receiving higher intensity case management services
  - ✓ Apply billing rates consistently across all providers and slots
  - ✓ Allows the program to function within finite funding

Program Billing Rates: Single (High/Low) = \$517.50/\$258.75 | Family (High/Low) = \$690/\$345

# TLS Rental Payments

- In FY25-26, County-funded TLS providers contracted via LAHSA had the option to work with a centralized fiscal agent to make rental payments on behalf of TLS participants.
- About half of Measure A-funded slots were administered by providers who opted into the fiscal agent. The remaining providers directly administered rental payments.
- Under HSH TLS, all rental payments will be made through a fiscal agent to ensure on-time payments, oversight, and fiscal accountability.
- As a part of the transition process, HSH is working with LAHSA to transfer landlord and lease information to the fiscal agent in preparation for July 1, 2026 contract start dates.



# TLS Program Model

# Program Model Development

- HSH is working to develop the program model for its TLS program
- Seeking to build on the program model development work that LAHSA carried out over the past few years, rather than reinventing the wheel
- Support from HUD TA that has assisted with LAHSA's program design work
- Building on ICMS and FHSP models



# Key Program Design Issues Under Consideration

- **Policies, procedures and workflows for referrals**
  - Assessing role of data systems
  - Establishing referral pathways for interim housing and outreach participants
  - Considering referral pathways for participants at sites supported by other funders
- **Prioritization**
  - Determining prioritization policies, such as length of stay in interim housing, PSH eligibility, income growth potential, etc.
- **Shallow Subsidy**
  - Determining best approaches to implement centralized rental payments with lighter touch case management

# Key Program Design Issues Under Consideration (Cont')

- **Procedures and workflows for unit identification**
  - Determining roles and responsibilities for housing search (between TLS, IH, and other programs) – no separate housing navigation under HSH TLS
  - Developing guidance on how to assess the types of housing settings that would be best for the participant
  - Establishing requirements for units (quality standards, affordability/rent, property ownership)
  - Delineating expectations regarding unit viewings (frequency, strategies, how to document)
  - Determining documentation requirements once units are identified
- **Tenant rental contribution determinations**
  - Designing tools and policies to determine appropriate rental contributions and ensure consistent implementation of policies
- **Exit policies**
  - Establishing policies regarding circumstances under which participants can be exited

# Program Design - Engagement

**HSH plans to work closely with system partners and providers to finalize program design**

- Coordinate with LAHSA to ensure knowledge sharing and collaboration in program design and to build off lessons learned at LAHSA
- Coordinate with City of LA and LAHSA to align TLS program models where possible
- Seek feedback from providers on program design decisions before finalizing
- Ongoing feedback loops to allow for refinements during the first year of HSH TLS implementation



# Timeline for Implementation

# Timeline (March & April)

- **March 2026:**
  - Allocation letters sent to providers
  - TA and information sessions for providers new to ICMS payment model
  - Finalize unbraiding strategy and implement
  - Communicate to providers re: which participants will fill turnover slots
- **April 2026**
  - Work with fiscal agent and HSH data teams to import participant and landlord information
  - Finalize initial program design
  - Seek input on program design and revise
  - Develop trainings for providers on program model components
  - Assess available CHAMP trainings and update as needed

# Timeline (May & June)

- **May 2026**
  - Finalize program design
  - Develop all policy documents and necessary forms and tools
  - Roll out trainings and ensure all HSH TLS providers complete
  - QA of data imports from providers and LAHSA to ensure on time and accurate rental payments on July 1
  - If vacant slots exist, determine how best to utilize to support ramp down of other programs and ensure availability of slots in new FY
- **June 2026**
  - Contract executions complete
  - Final preparations for implementation
  - Ongoing TA and trainings for providers



# Questions?



**LAHSA**

# TLS Ramp Down

Homeless Policy Deputies Presentation

Los Angeles Homeless Services Authority

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Sophia Rice, Chief Program Officer  
Nathaniel VerGow, Deputy Chief Program Officer

03/12/2026

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# Agenda

- 1 Funding, Utilization, and Program Design
- 2 TLS Ramp Down
- 3 Questions
- 4 Appendix

# Funding and Program Design

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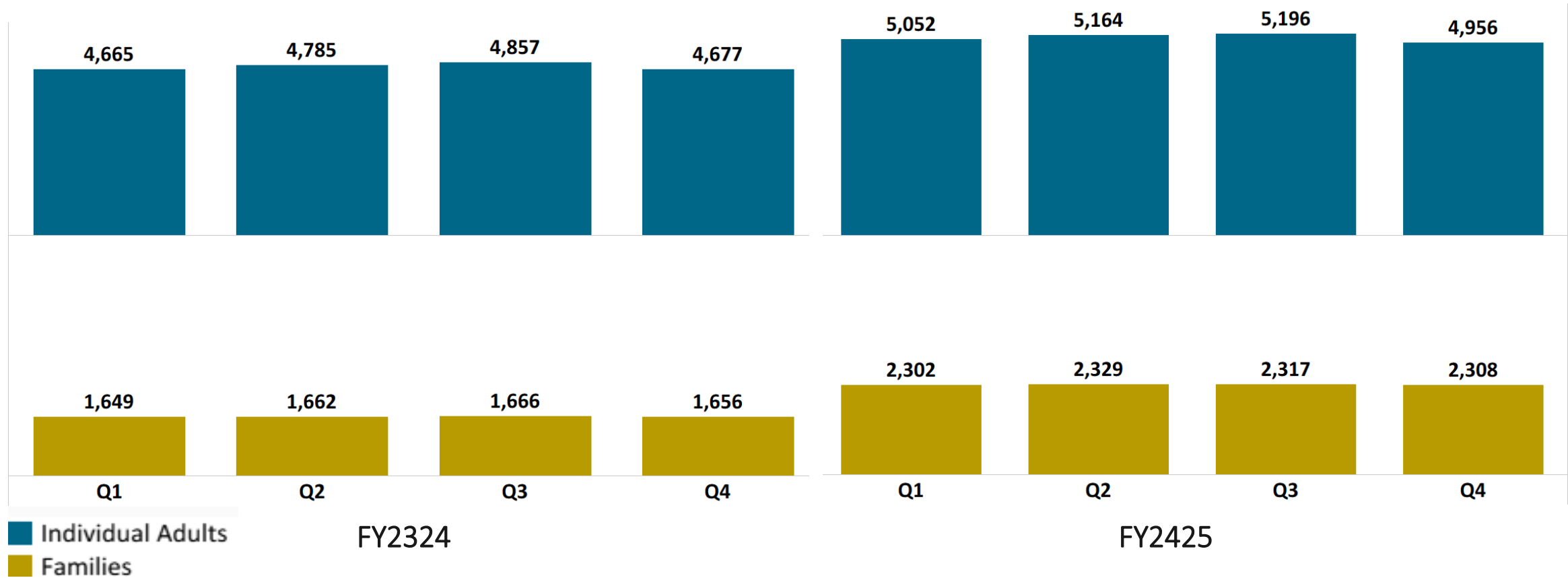
## Time Limited Subsidies (TLS) Program Changes

### Enrollment Process

- **FY 22/23** – To address the ongoing challenge of full enrollment but continued significant underspend, LAHSA shifted program guidance to enroll at the point of lease up.
- **FY23/24** – The guidance shift led to improved spending but also decreased enrollments in 22/23. To address this, LAHSA in concert with the County over-allocated the total number of slots per agency by 10%.
- **FY 24/25** – Having seen progress in 23/24 but continued underspend, LAHSA, in concert with CEO-HI, again allocated 10% above total funding.

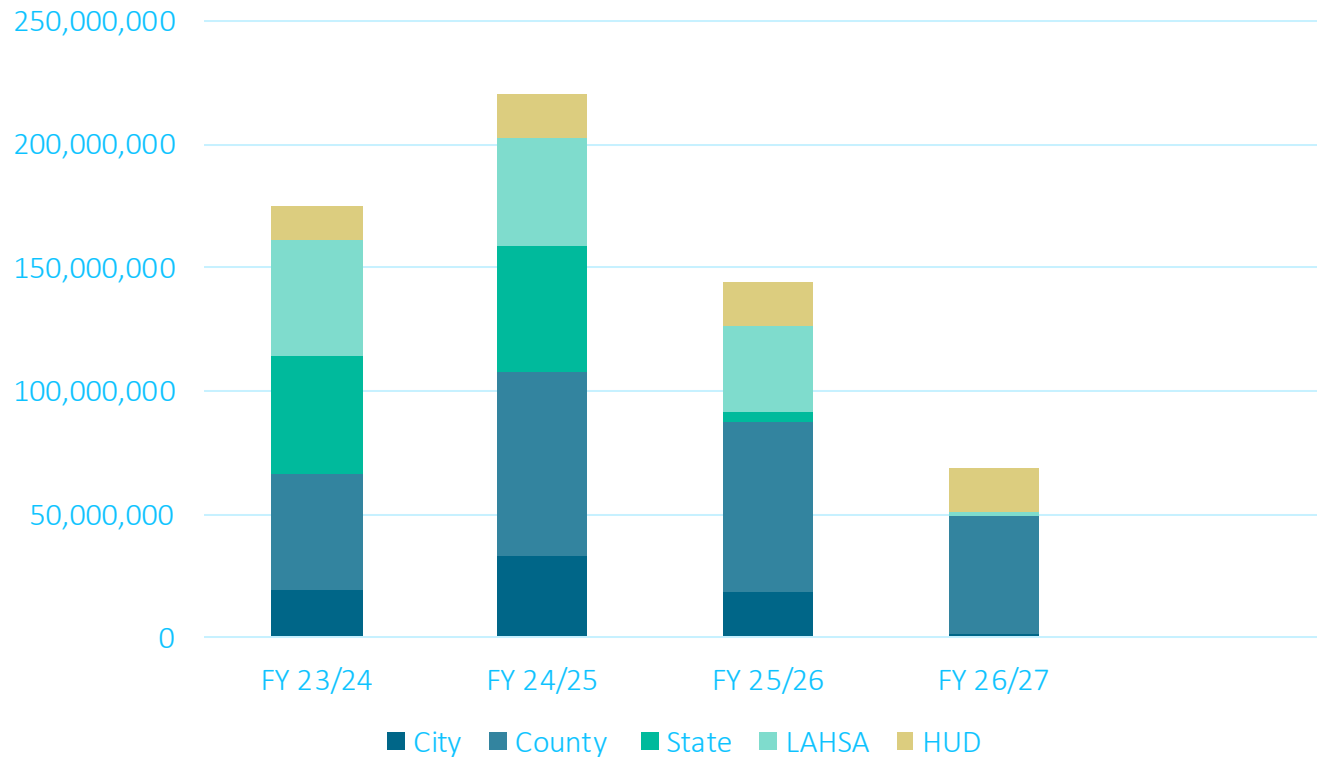
# Time Limited Subsidies (TLS) Slot Utilization

Active Enrollments for Housed Households From 7/1/23 to 6/30/25 by Quarter



# Time Limited Subsidies (TLS) Allocation Comparison

TLS Funding by Source



- FY 2024-25 allocations were driven by CEO HI approved policy to:
  - Increase system flow; and
  - Maximize expenditures
- Measures approved to accomplish these goals:
  - Use of one-time funds to add TLS slots
  - Over-enrolled Measure H funding to accelerate enrollment and move-ins
- As a result of this and other City and County approved measures, the 2024 Point in Time Count went down by 0.27% Countywide
- Because of lower revenue, FY25-26 allocations could only support Currently Housed in FY 2025-26

# TLS Enrollment Guidance – Stop Enrollments

## Clarification on allowable TLS enrollments

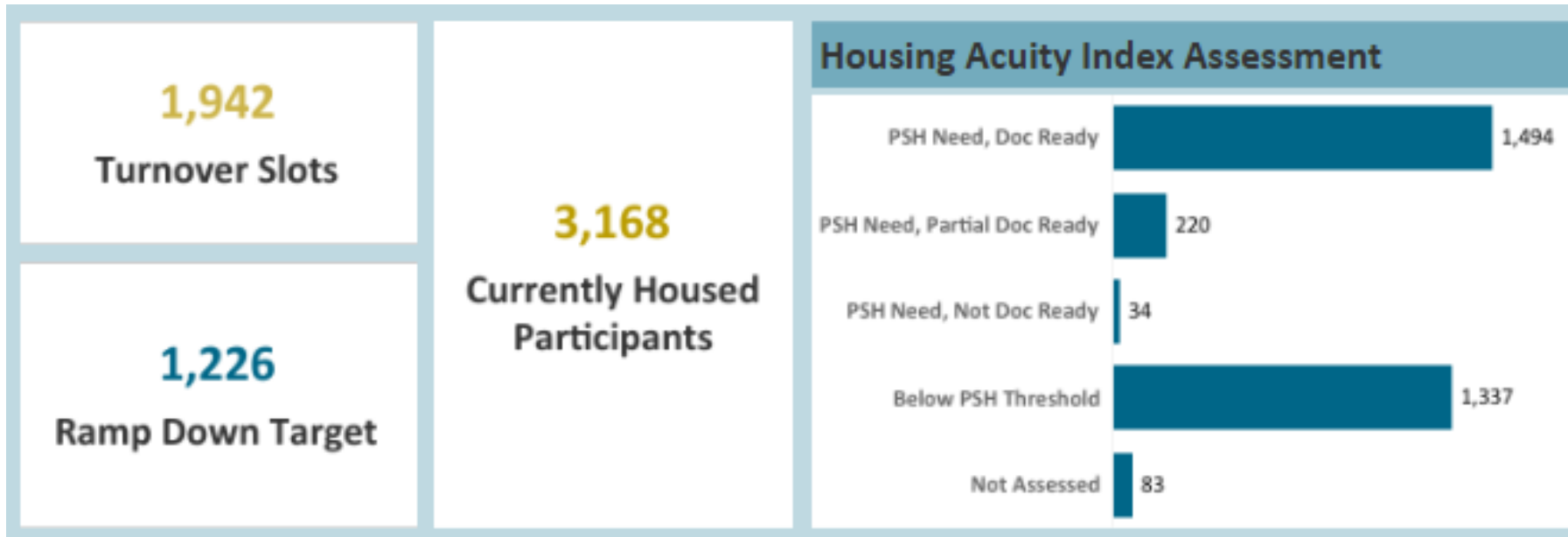
- Slot allocations for FY25/26 were based on the number of Currently Housed participants recorded in HMIS on **April 18, 2025** (following pause on enrollments/move-ins)
  - All unhoused participants should be exited from Adult and Family TLS programs
- Providers **cannot** enroll or house any additional participants in Adult and Family legacy TLS programs unless LAHSA verifies there is an available turnover slot and the participant is formally matched by the LAHSA TLS matcher
  - Participants have been enrolled into legacy programs; these enrollments are considered unauthorized by LAHSA (enrolled after April 18<sup>th</sup> and were not approved by the LAHSA TLS matcher)
  - LAHSA does not have additional funding to add to TLS contracts to pay for slots above those issued in grant agreements at the start of the fiscal year. For participants enrolled after the initial allocations were set, agencies will need to assume responsibility for these participants.
- SUNOFO, Pathway Home, YHDP, Youth, and DV TLS programs are not on pause and can enroll participants **as funding and capacity allow**

# TLS Ramp Down

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# Ramp Down Progress

Currently **1,226** households to meet ramp down goal, down from **3,501**



Data as of 3/10/26

# Ramp Down Progress

Overall Progress from 3500 Ramp Down Goal as of July, 2025

## Overall Progress

<b>1,942</b> Turnover Slots	<b>3,168</b> Currently Housed Participants
<b>1,226</b> Ramp Down Target	

## Families

<b>619</b> Turnover Slots	<b>961</b> Currently Housed Participants
<b>342</b> Ramp Down Target	

## Individual Adults

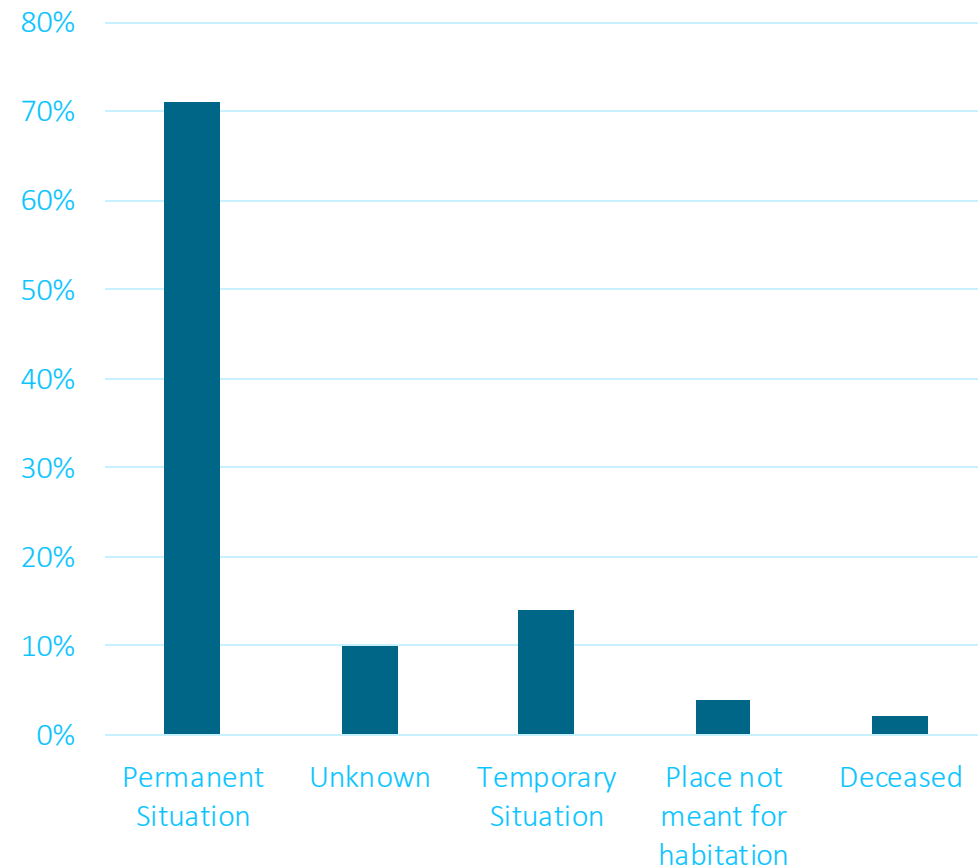
<b>1,322</b> Turnover Slots	<b>2,208</b> Currently Housed Participants
<b>886</b> Ramp Down Target	

Data as of 3/10/26

## 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.
- 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.

Exit Destinations



Data pull on 3/9/26

# Ramp Down Support

LAHSA is providing ongoing support to providers that have a ramp down goal in collaboration with the City and County

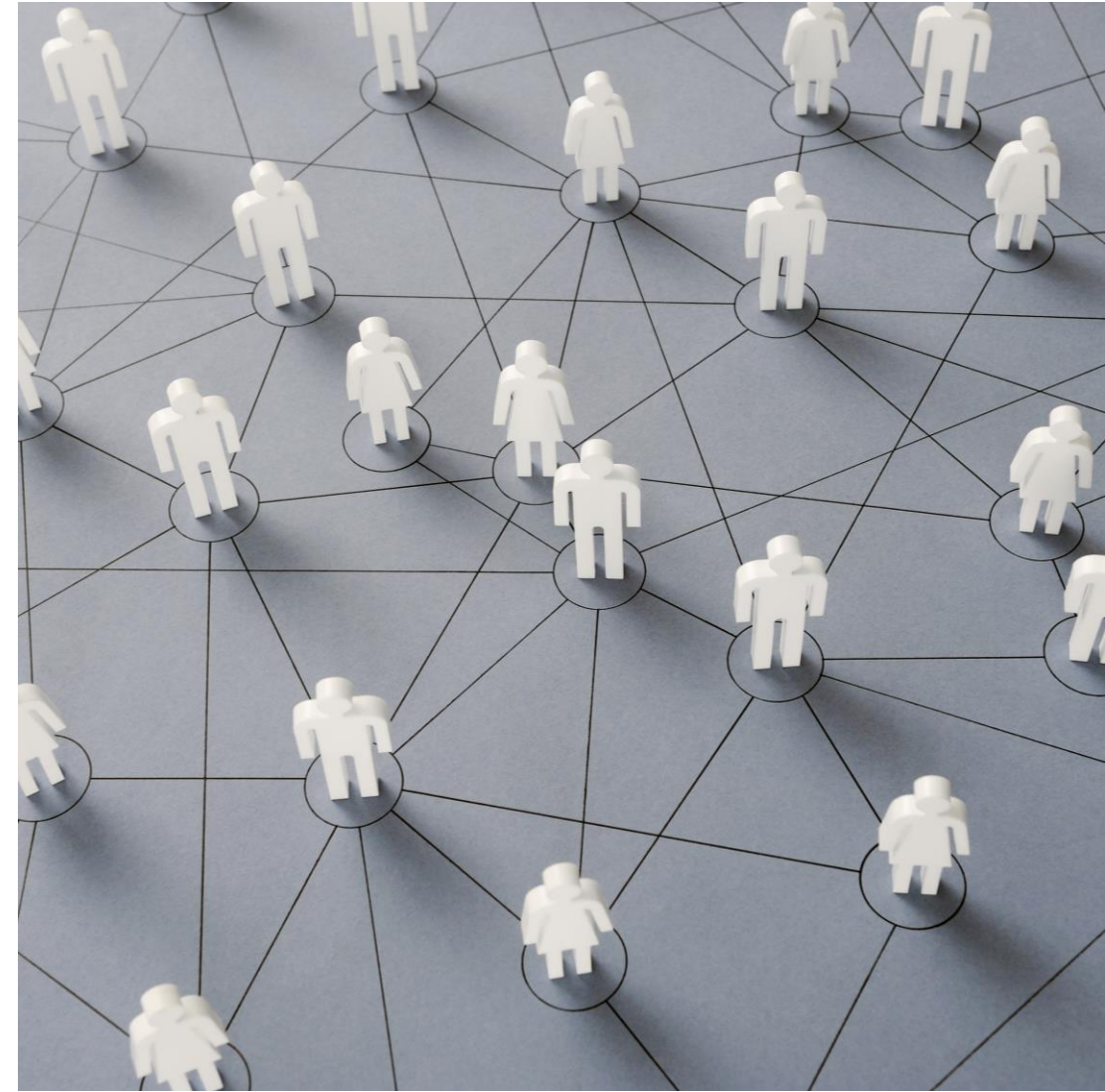
- **LAHSA, HSH, and TLS providers** meet on a routine basis to case conference and ensure all participants are receiving the appropriate services
- Bi-weekly TLS Leadership Meetings and weekly meetings with the top 15 providers in need of support:
  - Discuss potential exits
  - Participants without 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

Total Active Households	FY2526 Turnover Slots	# Enrolled over FY End Goal	Target HHs - End of Month	# Enrolled over Month End Goal	Target Progress Category	Matched to PSH	Long Stayers, PSH Need, Active HAI	Long Stayers, PSH Need, Old HAI	Long Stayer, No PSH Need
41	19	22	31	10	Over 10-49%	16	10	1	2
25	20	5	27	0	On Track	3	1	0	14
11	10	1	12	0	On Track	3	2	0	1
35	29	6	34	1	Within 10%	11	4	1	0

## 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.

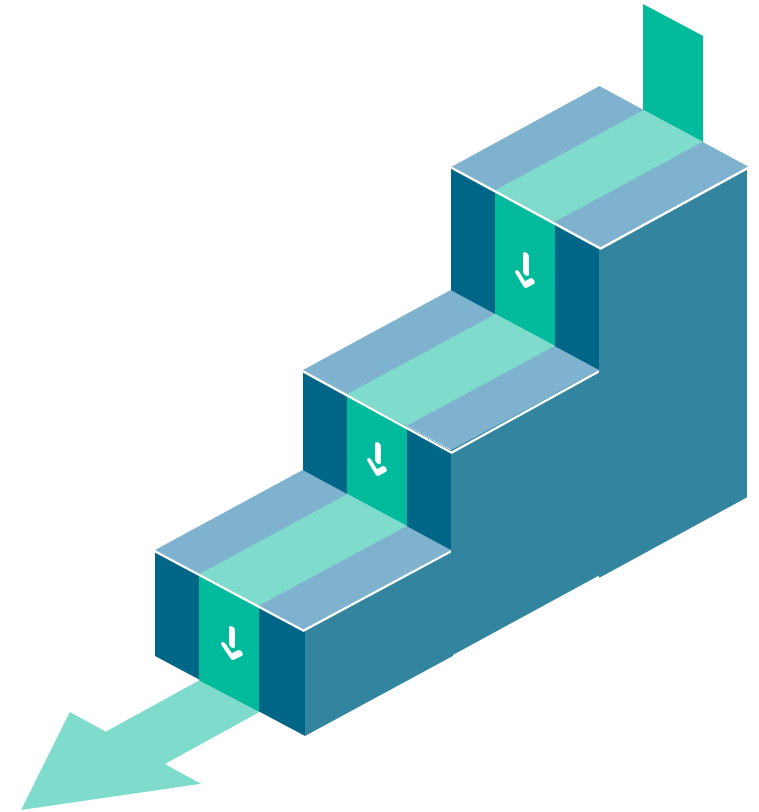


# Projections

LAHSA is providing ongoing support to providers that have a ramp down goal in collaboration with the City and County

- Matches to PSH
  - 789 households matched to Tenant-Based PSH Resources as of 3/2/26\*
  - 141 households matched to Project-Based PSH Resources as of 3/2/26\*

Estimated Number of remaining households at the end of the fiscal year = +/- 500

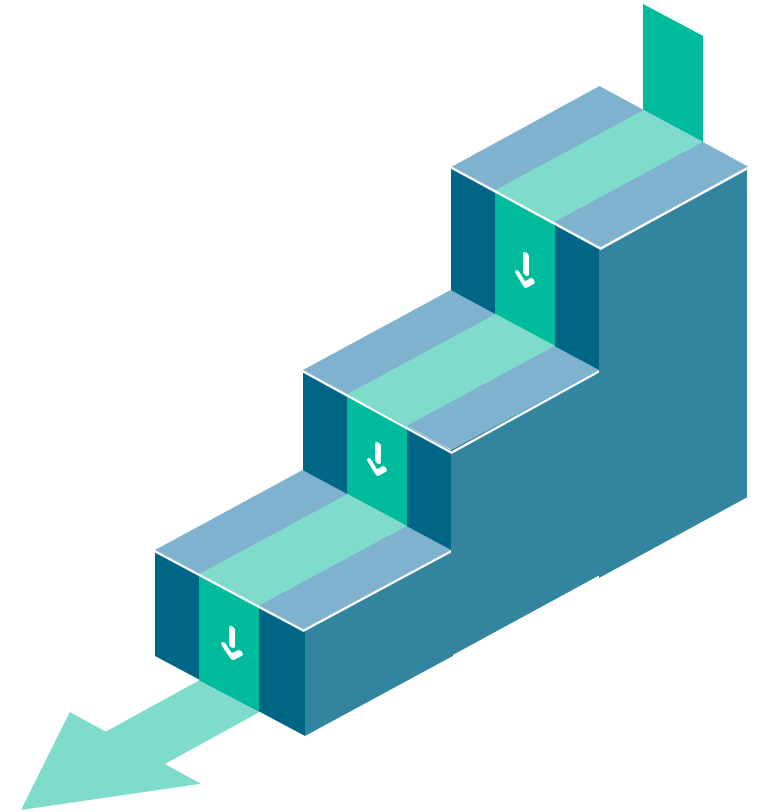


\*Total matches of TLS households made from 7/1/25 to 2/28/26 as of 3/2/2026 from LAHSA's Resource Management System (RMS).

# Challenges

LAHSA is providing ongoing support to providers that have a ramp down goal in collaboration with the City and County

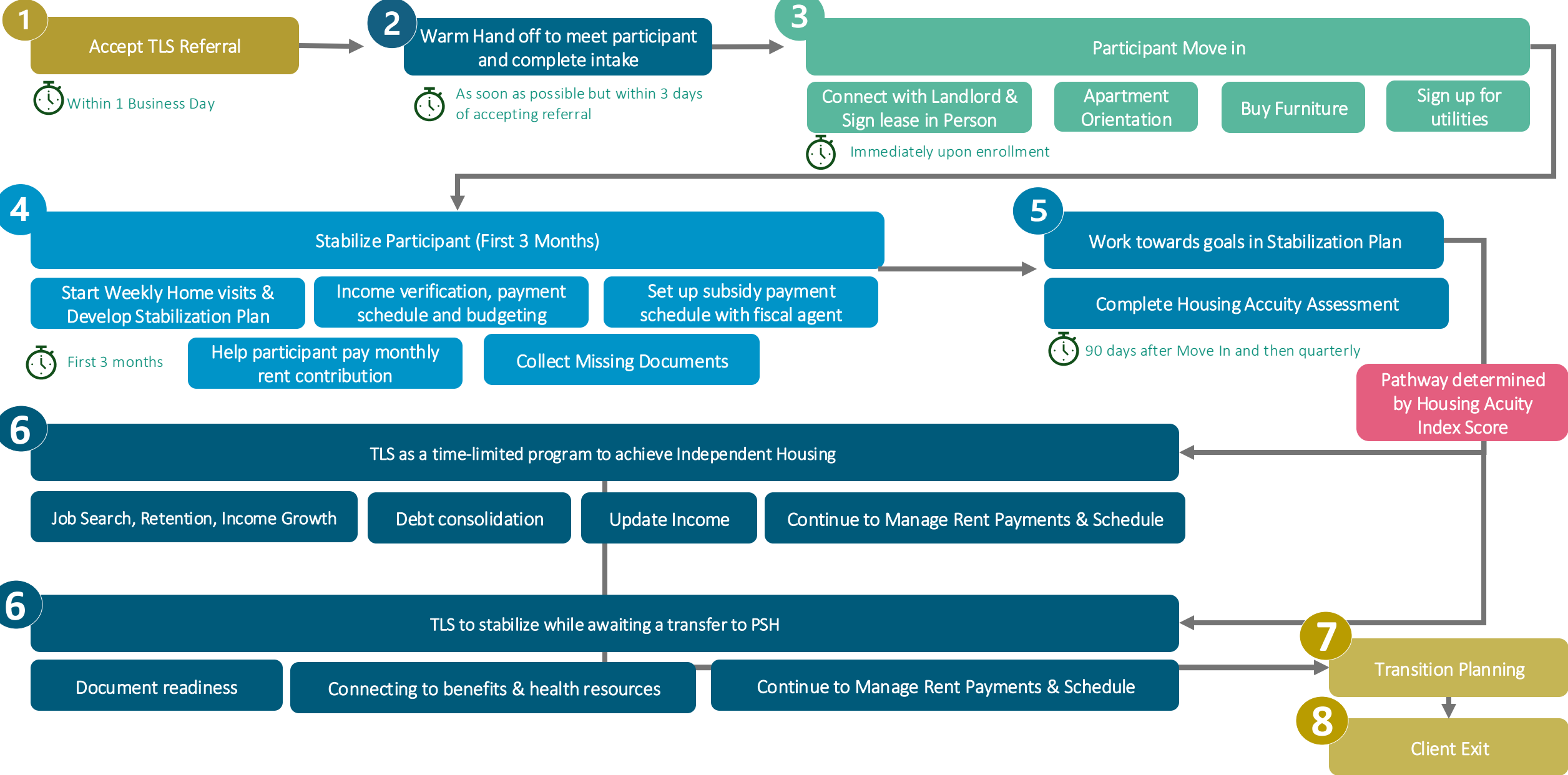
- Sheer number of households needed to ramp down
  - Nearly 800 more than exits in FY24/25
- High Numbers of households needing PSH
- Decreasing access to Tenant-based Resources
  - HACLA in shortfall, LACDA paused on CoC vouchers
- Coordination across agencies – LAHSA/Providers/HSR
  - Transitions of services from TLS to ICMS
  - Urgency to lease in place vs. participant choice



# Appendix

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# Time Limited Subsidies Workflow



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# Total Households Served

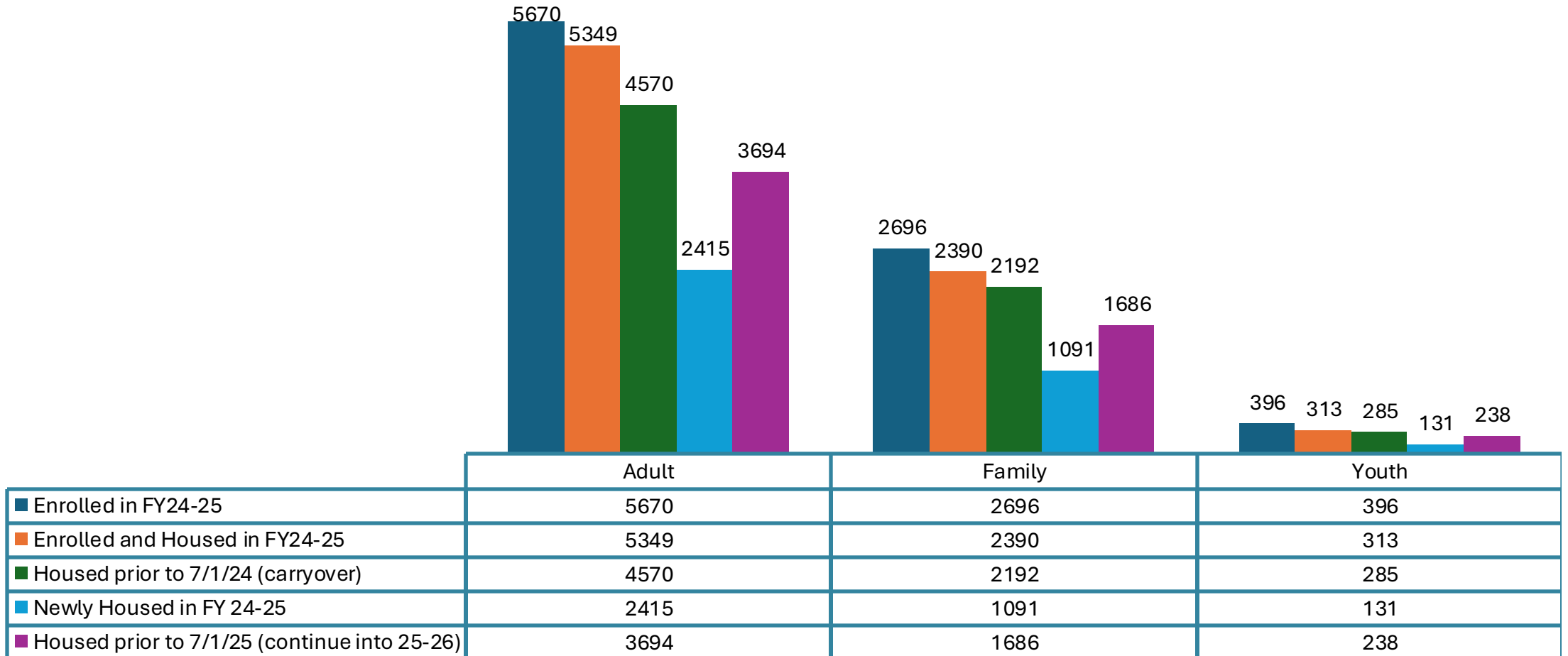
## Populations:

- 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



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# 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

