

**Los Angeles County Department of Homeless Services and Housing
Fiscal Year 2026-27 Measure A, Measure H, and Homeless Housing,
Assistance and Prevention Program Spending Plan
Community Engagement**

From July through December 2025, the Department of Homeless Services and Housing (HSH) led an expanded, community-informed process to develop the Fiscal Year (FY) 2026-27 Measure A, Measure H, and Homeless Housing, Assistance and Prevention Program Spending Plan (Spending Plan). This year's approach significantly broadened engagement, with community feedback helping to shape the framework, tools, and criteria that ultimately formed the basis for a two-phase evaluation process used to develop the recommendations. Phase one applied a community-informed rubric to all programs and services funded by Measure A in FY 2025-26 to inform the FY 2026-27 proposed allocations, prioritizing contractual and legal obligations, alignment with Measure A goals and their corresponding Board of Supervisors (Board)-approved target and equity metrics, activities that are currently serving people and bringing or keeping them inside, and programs with required fund matches. Programs meeting these criteria advanced to phase two for deeper program-level review using qualitative and quantitative data, including an equity analysis, outcome and performance measures, and opportunities to leverage other funding sources.

In September 2025, HSH's consultant EverExcel facilitated 12 community engagement forums, reaching 927 participants. These forums brought together people with lived experience, service providers, local jurisdictions, County departments and agencies, and other system partners. The insights gathered through these forums directly informed and strengthened the approach described above.

Throughout the Spending Plan process, HSH also sought input through existing governance and advisory bodies, including the Homeless Policy Deputies, the Executive Committee for Regional Homeless Alignment (ECRHA), and the Leadership Table for Regional Homeless Alignment (LTRHA). HSH provided regular updates to these bodies to share the draft Spending Plan and process, and to obtain additional feedback. HSH also provided briefings to and sought feedback from the recently created Measure A Labor Council.

In addition, HSH conducted focused engagement with Board offices and County departments and agencies, including the Departments of Children and Family Services, Economic Opportunity (DEO), Health Services, Mental Health (DMH), Military and Veterans Affairs, Public Defender, Public Health (DPH), Public Social Services (DPSS), as well as the Los Angeles Homeless Services Authority (LAHSA) and other Continuums of Care (CoCs), and the Los Angeles County Development Authority (LACDA). HSH will

continue working closely with these partners to identify strategies to mitigate impacts. These conversations helped refine the criteria and decision-making factors used in the evaluation process. The Chief Executive Office-Anti-Racism, Diversity, and Inclusion (ARDI) Initiative collaborated with HSH throughout the process to ensure equity was at the forefront of decision-making and embedded across the Spending Plan, focusing on reducing racial and ethnic disproportionality; slowing and reversing growth in homelessness among rapidly growing groups; and improving equitable access, experience, and outcomes across the rehousing system.

On November 20, 2025, HSH publicly released the draft FY 2026-27 Spending Plan at a virtual community Town Hall attended by more than 800 participants. The Town Hall included a detailed presentation of the proposed allocations, live Q&A, and smaller breakout discussions where feedback was collected. The Town Hall also kicked off a 16-day formal public comment period. A recording of the presentation, slides, and supporting materials are available at homeless.lacounty.gov. Following the Town Hall, the draft FY 2026-27 Spending Plan was presented to the Homeless Policy Deputies on November 20, ECRHA on November 21, the Measure A Labor Council on November 24, and LTRHA on December 1 to obtain feedback. The draft Board letter was subsequently presented to the Homeless Policy Deputies on December 11 and January 8 and to ECRHA on December 12 for additional feedback and recommendations.¹

HSH incorporated the aforementioned feedback received during this process into the FY 2026-27 Spending Plan funding allocations and will continue to use it to inform ongoing and continuous system improvement efforts.

The chart below summarizes the most frequently raised community and partner feedback received throughout the process as described above and describes the actions HSH has taken and/or proposes to take in response.

¹ <https://file.lacounty.gov/SDSInter/bos/supdocs/210894.pdf>

Public Feedback	County Response
<p>Strengthen coordination and collaboration across jurisdictions and system partners.</p> <p>Enhance coordination and collaboration among County departments, local jurisdictions, and system partners to create a more unified and consistent approach to homelessness services and resource access.</p>	<p>The creation of HSH represents a major organizational shift toward a more coordinated, transparent, and efficient homeless response system. The department’s organizational structure was designed to streamline operations, reduce duplication, and ensure that resources, including Measure A, are deployed to maximize impact and improve outcomes for people experiencing homelessness. Community feedback played a central role in shaping this design, particularly calls for more consistent practices across Service Planning Areas (SPAs), clearer coordination structures, and more predictable engagement with cities and system partners.</p> <p>In addition to operational coordination, HSH works closely with LAHSA, the Los Angeles County Affordable Housing Solutions Agency (LACAHS), public housing authorities, and multiple County departments to better align prevention, interim housing, permanent housing, and supportive services. These partnerships are critical for advancing proactive, systems-building efforts, responding to fiscal pressures such as state and federal budget reductions, and identifying opportunities to leverage additional funding sources.</p> <p>The County’s broader governance infrastructure also plays a central role in advancing a more consistent regional approach. ECRHA, with the leadership of its Committee on Best Practices for Standardization of Care and the support of the Data Subcommittee, finalized a framework for consistency of core performance measures for permanent supportive housing, interim housing, and outreach across the region’s homelessness response. Efforts to advance these shared performance measures will include aligning service delivery and data practices, increasing transparency through regular public reporting, and engaging providers in the implementation of common standards. Together, these actions will strengthen collaboration across system partners and improve the overall coherence and effectiveness of the regional response.</p> <p>Additionally, the ECRHA Responsive Regional Plan inventory serves as a public-facing tool that captures how local jurisdictions and regional partners across the County — cities, councils of governments (COGs), CoCs, County departments, and other publicly funded entities — are working together to prevent and end homelessness and meet Measure A goals. This comprehensive inventory supports informed regional decision-making for all housing and homelessness efforts across policy and funding.</p>

	<p>HSH remains committed to fostering a responsive and collaborative system, including continued partnership with local jurisdictions and ongoing incorporation of feedback gathered through new department co-design efforts. HSH’s recent community engagement process reached more than 3,000 stakeholders through 69 SPA-specific events and 21 countywide sessions, informing both the new department’s design and broader system coordination efforts. In the current fiscal environment, this level of coordination and innovation is essential.</p>
<p>Improve outreach coordination and responsiveness.</p> <p>Ensure outreach and engagement teams are utilized strategically and efficiently to connect people experiencing homelessness more quickly to housing and other resources.</p>	<p>Stakeholder feedback reflected a range of perspectives on outreach, including requests for a greater outreach presence, particularly through Multi-Disciplinary Teams (MDTs), as well as concerns about duplication, inconsistent deployment, and oversaturation in certain communities. Several themes emerged across this feedback, including better coordination, reducing fragmentation, and outreach that is more responsive to individual and community needs.</p> <p>The Spending Plan includes reductions to outreach, a difficult decision made to prioritize preserving interim and permanent housing, and HSH is committed to transparency in relation to the impacts to outreach services. Even with these reductions, HSH is strengthening outreach coordination by centralizing activities through the Emergency Centralized Response Center (ECRC), which provides centralized coordination for more than 85 outreach teams serving unsheltered individuals countywide, connects local jurisdictions to County services, and supports countywide encampment resolution efforts such as Pathway Home, Inside Safe, and other local initiatives. The ECRC collaborates with and is regularly staffed by various County departments, namely DPSS, DMH, and DPH, in addition to the City of Los Angeles, and works closely with HSH’s Municipal Relations and Local Jurisdictions team, and is supported by the County’s encampment resolution guidance, which provides a standardized, housing-focused framework to improve service access and housing pathways. The Los Angeles Homeless Outreach Portal, or LA-HOP – an online portal designed to assist people experiencing unsheltered homelessness with outreach services – has also been integrated into the ECRC as of August 2025 to support a more streamlined referral process countywide.</p> <p>This model is designed to strengthen collaboration among outreach teams, reduce fragmentation and duplication, and enable more intentional deployment of MDTs and generalist teams to areas of highest need. It also supports follow-through and accountability so that individuals receive consistent engagement beyond initial contact, while supporting a centralized response model to improve information-sharing, streamline referrals, and accelerate connections to housing, shelter, and services. These recommendations aim to balance the call for enhanced outreach presence with the need for a more unified, efficient, and outcomes-driven system. In addition, these recommendations are limited to Measure A–</p>

	<p>funded outreach teams and should be considered in the broader context of continued outreach capacity supported through DMH, street medicine, and local jurisdiction funding.</p>
<p>Maintain interim housing capacity, especially for vulnerable populations.</p> <p>Maintain interim housing capacity, especially for vulnerable populations such as families, youth, and older adults, including weather-responsive beds.</p>	<p>The FY 2026-27 Spending Plan prioritizes preserving interim and permanent housing, with a particular focus on maintaining all resources for vulnerable populations including youth, domestic violence/interpersonal violence survivors, and families, reflecting the specialized needs and vulnerabilities of these groups.</p> <p>Within the adult system, HSH worked hard to preserve nearly all interim housing capacity despite the deficit environment by identifying programmatic efficiencies and leveraging resources outside of Measure A. Without these adjustments, impacts to system capacity would have been significantly greater.</p> <p>Beyond the capacity reflected in the FY 2026-27 Spending Plan, the broader system continues to benefit from coordinated investments made by County partners. For example, DMH recently expanded its interim housing portfolio by 499 beds through the Behavioral Health Bridge Housing Request for Applications. While outside the scope of the FY 2026-27 Spending Plan, this expansion demonstrates how complementary efforts across the County help maintain and strengthen system capacity.</p> <p>While adjustments to the emergency response program model are still under evaluation, HSH’s inclement weather response will continue to leverage all available interim housing capacity to support vulnerable and unsheltered individuals at elevated risk during severe weather events.</p>
<p>Keep racial and geographic equity central and prevent widening disparities.</p> <p>Ensure racial equity remains a central focus by strengthening data collection, supporting culturally and regionally responsive services, and avoiding program reductions that could deepen existing disparities.</p>	<p>In developing the FY 2026-27 Spending Plan, HSH sought to strengthen accountability, transparency, and the effective use of public resources while advancing its mission to improve outcomes for people at risk of and experiencing homelessness. Given the fiscal environment, HSH partnered closely with ARDI to ensure that proposed allocations were aligned with the County’s equity commitments, responsive to community priorities, and aligned with HSH’s operational needs and system-performance goals. Additional details on this work can be found in the Board letter and Attachment VIII.</p>
<p>Strengthen administrative infrastructure while ensuring</p>	<p>In the proposed FY 2026-27 Spending Plan, HSH delineates programmatic staffing by functional/programmatic area and separates it from administrative funding for greater clarity and transparency. Funding for the combined programmatic staffing and administration in FY</p>

<p>efficiency/reducing administrative overhead.</p> <p>Provide clarity on staffing, FTE plans, and administrative investments to ensure oversight, data systems, and accountability frameworks function without diverting excessive funds from direct services.</p>	<p>2026-27 is \$3.5M lower than in FY 2025-26, inclusive of FY 2025-26 allocations to Housing for Health, the Homeless Initiative, and LAHSA, with the majority of funding supporting direct program delivery and operations, as detailed in Attachment I.</p> <p>Administrative costs account for approximately 6% of the FY 2026-27 Spending Plan. Given these reduced funding levels, HSH is budgeting fewer than 75% of the new administrative positions approved by the Board and leaving certain existing items unbudgeted to ensure that only essential administrative functions are supported, while ensuring that there are sufficient resources to provide transparency and accountability.</p> <p>Approximately 40% of departmental administrative costs are anticipated to be funded through non-Measure A funding sources, maximizing the amount of Measure A funding directed to programmatic/direct services. Attachment I details Measure A-funded FTEs by functional/programmatic area, including investments in staff supporting data systems and analytics that strengthen transparency and oversight, and staffing that provides technical assistance to contracted providers and supports high-quality service delivery. County staff funded through Measure A will receive any cost-of-living adjustments approved by the Board for FY 2026-27, consistent with County policy which does not differentiate salaries by funding source.</p>
<p>Improve program efficiency and optimize the use of additional funding sources.</p> <p>Maximize impact by streamlining operations, reducing duplication, and exploring the use of additional funding sources to mitigate deficit impacts.</p>	<p>Throughout the development of the FY 2026-27 Spending Plan, HSH worked with County departments, LAHSA, LACAHS, and other system partners to identify programmatic efficiencies and opportunities to leverage non-Measure A resources. This collaboration was essential to mitigating deficit impacts and preserving core system capacity.</p> <p>HSH leveraged approximately \$39M in additional one-time funding sources and addressed the remaining deficit through funding reductions and programmatic efficiencies. These efforts included streamlining operations, reducing duplication, and implementing program adjustments that enabled limited resources to stretch further. Without these adjustments, impacts to system capacity would have been significantly greater.</p> <p>Additionally, DPSS and the Department of Aging and Disabilities (AD) are anticipated to receive \$22.9M in one-time state Home Safe Round 3 funding to provide housing and homeless services for people connected to Adult Protective Services. HSH is partnering with DPSS and AD to leverage an additional one-time \$5.4M of Home Safe Round 3 funding in FY 2026-27 to cover permanent housing costs associated with people who were housed with previous rounds of Home Safe funding, which reduces the need for Measure A funding to maintain their housing stability. HSH proposes to reallocate the \$5.4M of Measure A funding to restore programs initially recommended for reduction, including the Countywide Benefits</p>

	<p>Entitlements Services Team (CBEST), the only cash-match program not initially recommended for funding and even more critical to connecting disabled individuals to benefits in light of new MediCal work requirements, Problem Solving services for people experiencing homelessness based on extensive community feedback, and DPSS’s Subsidized Housing for Homeless Disabled Individuals program to align funding with projected FY 2026-27 expenditures.</p> <p>The Spending Plan also leverages additional funding sources to supplement Measure A investments, including Care First Community Investment, Housing and Disability Advocacy Program, CalAIM, and philanthropic partnerships. Additional information on programmatic efficiencies and leveraged funding can be found in Attachment I.</p> <p>Programmatic efficiencies were implemented across several program areas, including adoption of multi-tiered case management for Time-Limited Subsidies (TLS) and Shallow Subsidies, consistent with practices already used in Intensive Case Management Services (ICMS).</p> <p>HSH will continue working with system partners to identify additional funding sources and refine efficiency strategies to preserve services where possible and maintain support for individuals and families who rely on these programs.</p>
<p>Increase transparency and communication around programmatic changes to Pathway Home.</p> <p>Provide clear communication on Pathway Home demobilization and transition plans, timelines, site closures, impacts to Inside Safe and ability to ensure transitioning participants receive an appropriate housing pathway.</p>	<p>To support transparency and clear communication, HSH has publicly shared a summary of the proposed programmatic changes to the Pathway Home program, including the reduction of 575 motel-based interim housing beds across eight sites, with demobilization beginning in early 2026 and continuing through January 2027. The remaining seven sites, totaling 460 beds, are located in areas with high need across the supervisorial districts, including East Los Angeles, Unincorporated Gardena, Inglewood, Los Angeles, Santa Monica, Unincorporated Whittier/Santa Fe Springs, and the Antelope Valley, ensuring continued geographic coverage. The reduction in funding to Pathway Home also means that Pre-Match ICMS will no longer be provided to Pathway Home participants.</p> <p>The Spending Plan allocates \$7M in permanent housing resources to sustain existing locally funded subsidies and ensure participants impacted by site closures have viable pathways to permanent housing. HSH will work with partners to communicate demobilization timelines and transition planning for participants and jurisdictions.</p> <p>Despite these reductions, the program will continue to support the City of Los Angeles’ Inside Safe encampment resolution program and will maintain sites in each supervisorial district.</p>

<p>Preserve and strengthen prevention efforts.</p> <p>Prioritize targeted, high-impact, low-cost prevention strategies with a focus on vulnerable populations most at risk of homelessness, exploring and leveraging additional funding streams to sustain and expand these efforts.</p>	<p>HSH remains committed to supporting a comprehensive homelessness prevention system that reduces inflow and helps households maintain stable housing without entering the shelter system or the streets. HSH will have a unit dedicated to furthering prevention efforts, continue funding and operating the Homeless Prevention Unit, and coordinate with LACAHSAs to expand regional prevention capacity. Through the Measure A Homelessness Solutions Innovations budget, detailed in Attachment II, HSH is supporting a direct housing assistance program for youth to test new strategies for stabilizing vulnerable households and reducing inflow into homelessness.</p> <p>HSH is working closely with County departments and system partners that provide critical prevention services, including the Department of Consumer & Business Affairs’ Stay Housed LA Program, which provides legal services to eligible tenants at risk of eviction, and the Rent Stabilization Program, which oversees and enforces the County’s rent stabilization ordinances for residents in unincorporated LA County.</p> <p>While the County’s FY 2026-27 allocation of Measure A resources for prevention is limited, HSH is working closely with LACAHSAs, which administers 35.75% of Measure A revenue with a primary focus on renter protections and homelessness prevention, including programming traditionally funded by the County.</p> <p>LACAHSAs’ Renter Protection and Homeless Prevention (RPHP) allocation provides \$114.8M for households at risk of homelessness. Of this allocation, \$5.3M is directed to the County for unincorporated areas, \$75M to other eligible jurisdictions for cities and COGs, and \$34.4M is administered directly by LACAHSAs. These resources are available to eligible jurisdictions to support prevention programs, including services such as emergency rental and flexible financial assistance. This investment is expected to expand regional prevention capacity beyond prior levels and support more households in maintaining stable housing.</p>
<p>Protect critical stabilizing services like CBEST.</p> <p>Maintain access to stabilizing supports—such as employment services, mainstream services and benefits, and legal assistance—to help people remain housed and achieve long-term stability.</p>	<p>Stabilization services, such as employment programs, access to mainstream benefits, and legal assistance, address structural barriers that contribute to housing instability and play a critical role in reducing inflow into homelessness. The FY 2026-27 Spending Plan includes curtailments to some Measure A-funded stabilization programs to prioritize interim and permanent beds and units; however, these services remain integral to long-term housing stability.</p> <p>As described above, HSH is partnering with DPSS and AD to leverage state Home Safe funding to restore CBEST—the only cash-match program not initially recommended for funding and a critical resource for connecting eligible individuals to benefits in light of new Medicaid work requirements.</p>

	<p>HSH continues to coordinate with County departments and system partners that administer stabilization services. Employment services administered by DEO remain an important resource for supporting housing stability. Although Measure A will no longer fund these services in FY 2026-27, DEO has identified alternative revenue sources, including AB 109, to sustain operations. HSH is also facilitating connections with jurisdictional partners to identify opportunities to supplement and strengthen these employment services through other available funding streams. In addition, LACAHSAs RPHP funding supports tenant legal services and reinforces the region’s commitment to the County’s targeted homeless prevention and holistic legal services for people at risk of homelessness.</p> <p>HSH will continue partnering with County departments to connect individuals and families at risk of or experiencing homelessness to core safety net programs, including CalWORKs, General Relief, CalFresh, In-Home Supportive Services, Bringing Families Home, Home Safe, and other housing and financial assistance programs. HSH is also exploring additional funding opportunities and leveraging existing programs to maintain access to case management and wraparound supports that contribute to long-term stability.</p>
<p>Maintain funding for education coordinators.</p> <p>Continue to support education coordinators who provide vital services to youth and families experiencing and at risk of experiencing homelessness.</p>	<p>HSH recognizes the importance of the support provided by Education Coordinators in helping youth and families at risk of or experiencing homelessness maintain educational stability and access to needed services. Under the McKinney-Vento Homeless Assistance Act, local educational agencies are required to ensure that students experiencing homelessness have equal access to a free, appropriate public education, including immediate enrollment, school stability, and access to the same programs and services available to other students. These mandates are supported by dedicated federal funding, administered through the state and provided directly to school districts. The services delivered by Education Coordinators fall within the responsibility of the education system, rather than the County’s homeless services system.</p> <p>Given the projected Measure A deficit for FY 2026-27, the availability of a dedicated funding stream, and the prioritization of interim and permanent beds and units, the FY 2026-27 Spending Plan does not include continued Measure A funding for this program. HSH will continue to partner with school districts, education agencies, homeless service providers, and community stakeholders to support coordination efforts that promote stability for youth and families across the County.</p>
<p>Increase permanent supportive and affordable housing options to improve throughput.</p>	<p>HSH remains focused on strengthening pathways to permanent housing and supporting throughput across the rehousing system. The FY 2026-27 Spending Plan preserves all currently utilized permanent housing resources, including Shallow Subsidies, TLS, and locally funded housing resources. Preserving these resources is critical to preventing the displacement of currently housed individuals and mitigating additional inflow into the</p>

<p>Accelerate the development, preservation, and acquisition of affordable and permanent supportive housing—and improve system throughput so people move into permanent homes more quickly.</p>	<p>homeless services system. Following the Board’s recent approval of Care First Community Investment funding, HSH is leveraging these resources to support TLS for adults and ICMS for permanent housing residents for a two-year period.</p> <p>HSH also invests an average of \$75M annually from the Affordable Housing Trust Fund to LACDA’s Notice of Funding Availability (NOFA) to support affordable housing development countywide. Since 2016, LACDA has funded more than 11,000 affordable housing units through their NOFA. In addition, LACAHSAs administer 35.75% of Measure A revenue, with a primary focus on development, preservation, and acquisition of affordable and permanent supportive housing, and has begun making these funds available to affordable housing developers and local jurisdictions. Together, these investments are expected to expand the availability of permanent housing options in the region.</p>
<p>Address reductions and changes to federal housing resources which will impact participants who rely on these services.</p> <p>Recent changes to the CoC HUD NOFO and the federal expiration of Emergency Housing Vouchers (EHVs) will impact available permanent housing opportunities and create challenges for maintaining system capacity and throughput.</p>	<p>HSH acknowledges that the recent proposed federal changes to the Department of Housing and Urban Development (HUD) CoC Notice of Funding Opportunity (NOFO) and anticipated expiration of federal Emergency Housing Vouchers (EHVs) would significantly impact people experiencing homelessness who are reliant on these pathways to housing. HSH is in regular communication with the public housing authorities, specifically the Housing Authority of the City of Los Angeles and LACDA, which administer the EHV program. HSH will work with the public housing authorities and ICMS providers to support tenants who are also receiving case management support funded by HSH so they can find alternative safe housing options if/when their rental subsidy is cut by HUD. Additionally, HSH has participated in conversations with LACAHSAs and the public housing authorities to strategize on funding for these tenants. While the HUD CoC NOFO as designed was temporarily withdrawn on December 8, 2025, HSH is continuing to plan for potential impacts with CoCs, LACAHSAs, and other system partners.</p> <p>HSH recognizes the importance of strategically planning for ebbs and flows in funding and maintaining provider capacity during fiscal downturns. HSH will continue working with partners to strengthen long-term financial planning, explore options to stabilize provider infrastructure, and identify strategies that support continuity of services even as funding conditions change.</p>
<p>Maintain capacity of the nonprofit homeless services sector.</p> <p>Plan for funding ebbs and flows and anticipated cost increases by maintaining core infrastructure, multi-year planning, and addressing the recruitment and</p>	<p>As our frontline connection to the people we serve, nonprofit homeless services providers play a vital role in the region’s homeless response system and are crucial to providing the support necessary to reduce homelessness and ensure housing stability.</p> <p>HSH’s goal is to preserve provider capacity and minimize service disruption to the greatest extent possible, while recognizing that fiscal constraints will have impacts across the system. As a result of the projected \$303M deficit, there will be less funding to support the homeless response system and nonprofit service providers in FY 2026-27, which will result in less</p>

<p>retention challenges of the nonprofit homeless services workforce.</p>	<p>capacity to serve people experiencing homelessness. This is further exacerbated by additional funding reductions in state and federal funding sources. HSH will be creative in braiding together new and evolving funding streams to meet the region's needs. Through engagement with the Provider Task Force and the Measure A Labor Council, as well as other ongoing engagement, HSH will continue dialogue on how to address these important needs and plan for the future. The FY 2026-27 Spending Plan seeks to preserve provider capacity in program areas that most directly impact people experiencing homelessness, including interim and permanent housing programs.</p>
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