



LA COUNTY
**Homeless
Services
& Housing**

LOCAL SOLUTIONS FUND ANNUAL PLANNING & PROGRAM GUIDELINES

UPDATED FEBRUARY 2026



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HOW TO USE THIS DOCUMENT

This document provides guidance for the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A)'s Local Solutions Fund (LSF) for FY 2026–27. It is a consolidated reference for local jurisdictions to plan, budget, and implement LSF agreements in alignment with Measure A goals. The document is updated annually to reflect current policies, timelines, templates, and applicable requirements and is organized to generally support a linear planning and implementation process and is intended for guidance purposes only:

- **Local Solutions Fund Overview** provides an overview of Measure A and the LSF, including the applicable statutory framework and core objectives.
- **Funding Allocation and Distribution** describes the methodology of how LSF funding is allocated and distributed.
- **Eligible and Recommended Uses** identifies eligible and ineligible uses of Measure A intended to inform the development of projects/programs and budgets.
- **Implementation and Administration** outlines annual planning, contracting, implementation, and reporting requirements.
- **Local Jurisdiction Engagement and Support** summarizes engagement opportunities, technical assistance, and County points of contact.

The Glossary provides definitions of key system, funding, and process terms used throughout the document. Appendix 1 serves as the primary reference for detailed eligible use definitions and examples to support Projects/Programs and Budgets development. Appendix 2 lists HSH program options that jurisdictions can fund through existing County contracts. Appendix 3 (FAQs) addresses common questions related to Measure A and the LSF.

This guidance is only relevant for FY 2026-27.

Only the most current version of this document should be used for planning, submission, and compliance purposes.

LOCAL SOLUTIONS FUND OVERVIEW

1.1 Measure A Background

What is Measure A?

Measure A is an ongoing half-cent sales tax approved by voters on November 5, 2024, and went into effect as of April 1, 2025. Measure A repealed and replaced Measure H and establishes a long-term funding framework to address homelessness and housing affordability across Los Angeles County. Measure A supports continued investment in homelessness services while expanding funding to address the primary drivers of homelessness, including affordable housing construction and preservation, homelessness prevention, and support for vulnerable renters. Unlike Measure H, the Measure A Ordinance expressly prescribes how tax revenues are distributed among the County of Los Angeles (“County”), the Los Angeles County Development Authority (“LACDA”), and the Los Angeles County Affordable Housing Solutions Agency (“Housing Agency” or “LACAHS”).

Per Measure A, “the proceeds of this tax may be used solely for the purposes of preventing homelessness, reducing homelessness, and making housing more affordable in Los Angeles County.”

Measure A Revenue Distribution

Measure A directs the Los Angeles County Auditor-Controller (“Auditor-Controller”) to distribute tax proceeds, net of eligible County costs not to exceed 0.5% of annual tax proceeds, as and when local Bradley-Burns Uniform Sales and Use Taxes are distributed to the County, LACDA, and the Housing Agency. Measure A establishes the following tax revenue allocations by funding category and administering entity.

Table 1: Measure A Revenue Allocations by Category and Administering Entity

ALLOCATION CATEGORY	PERCENT OF TOTAL TAX	ADMINISTERING ENTITY
Comprehensive Homelessness Services (including the Local Solutions Fund and Homelessness Solutions Innovation Fund)	60%	County Department of Homeless Services and Housing)
Local Solutions Fund	15%	-
Homelessness Solutions Innovations	1.65%	-
Comprehensive Homelessness Services	83.35%	-
Accountability, Data, and Research	1.25%	County (through Auditor-Controller)
Local Housing Production	3%	LACDA
Affordable Housing and Prevention	35.75%	Housing Agency

Over 44% of Measure A is administered and programmed by other entities outside of the Department of Homeless Services and Housing (HSH), and the LSF is one of two ways which jurisdictions, COGs, and Regional Housing Trust can receive funds directly. Within the Comprehensive Homelessness Services category, Measure A requires that at least 15% of the funds allocated to the County be used for the LSF. The LSF provides direct, recurring funding to the County for its unincorporated areas and supports locally driven solutions in the County’s 88 cities and/or six Councils of Governments (COGs).

Measure A Goals and Performance Expectations

Measure A establishes five overarching goals:

1. Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness;
2. Reduce the number of people with mental illness and/or substance use disorders who experience homelessness;
3. Increase the number of people permanently leaving homelessness;
4. Prevent people from falling into homelessness; and
5. Increase the number of affordable housing units in Los Angeles County.

When evaluating progress toward these goals, Measure A requires consideration of specified key system performance metrics. The baseline and target metrics used to evaluate progress towards these goals were adopted by the County Board of Supervisors on March 25, 2025. Programs funded by Measure A should contribute to achieving the stated goals by demonstrating progress from the adopted baseline metrics toward the target metrics.

Additionally, project-level performance measures, including project specific Key Performance Indicators (KPIs), are intended to support and align with Measure A goals and the Board-adopted metrics.

1.2 Local Solutions Fund Background

What is the Local Solutions Fund?

The Local Solutions Fund (LSF) is a required component of Measure A and represents a primary mechanism through which Measure A directs funding to cities, Councils of Governments (COGs), and the County on behalf of its unincorporated areas for locally designed homelessness and housing solutions. Pursuant to Measure A, and as described above, at least 15% of the County's Comprehensive Homelessness Services must be dedicated annually to the LSF.

Measure A provides that “the County shall allocate funds from the LSF to cities, councils of governments, and/or the County on behalf of its unincorporated areas, for programs consistent with the purposes enumerated in Measure A, including homelessness prevention, homelessness services, and affordable housing programs and for the purpose enumerated in Government Code Section 64700 et seq., as applicable.”

Measure A further establishes the County's role in administering the LSF and the framework for how funds are distributed to local jurisdictions. Specifically:

1. Funds allocated for the LSF are distributed to the County for allocation to cities, councils of governments within the County, and/or the County on behalf of its unincorporated areas, to be expended in accordance with Measure A.
2. The LSF is to be distributed to cities, councils of governments, and to the County on behalf of its unincorporated areas, pursuant to a formula based on the point-in-time count required by the United States Department of Housing and Urban Development and/or similar measures of people experiencing homelessness, as determined by the County Board of Supervisors in consultation with cities within the County.

Taken together, these provisions establish the LSF as a County-administered funding stream that allocates resources to local jurisdictions based on demonstrated need, while allowing cities, COGs, and the County to design and implement programs responsive to local conditions within the purposes, requirements, and limitations set forth in Measure A.

Jurisdictions that receive or use LSF resources must comply with applicable Measure A requirements, including alignment with Measure A goals, compliance with performance and reporting obligations, and adherence to oversight and accountability provisions. Subsequent sections of this document describe the process by which LSF is allocated, disbursed, implemented, and monitored.

FUNDING ALLOCATION AND DISTRIBUTION

2.1 Funding Distribution and Disbursement Overview

Pursuant to Measure A, “funding for programs and services shall be allocated according to need and equity, considering factors such as the point-in-time count and/or other similar measures of the population experiencing homelessness or housing instability.”

Measure A further provides that “funds allocated for the LSF will be distributed to the County for allocation to cities and/or councils of governments (COGs), and to the County on behalf of its unincorporated areas, to be expended consistent with the purposes enumerated in Measure A, including but not limited to homelessness prevention, homelessness services, and affordable housing programs.”

Taken together, these provisions establish two core principles guiding the LSF:

1. Funding shall be allocated based on demonstrated need and equity.
2. The County shall serve as the entity responsible for distributing funds to cities, COGs, and the County on behalf of its unincorporated areas.

Consistent with this direction, the County allocates and distributes LSF resources through a Board-adopted allocation formula framework. This framework is designed to direct LSF funding to jurisdictions with the greatest demonstrated need while supporting effective administration, accountability, and coordination across the County.

2.2 Methodology and Formula

Measure A requires that the LSF be distributed via a formula based on the Point-in-Time (PIT) Count mandated by HUD and/ or similar measures of people experiencing homelessness, as determined by the County Board of Supervisors in consultation with cities/COGs within the County.

On March 25, 2025, the County Board of Supervisors adopted the LSF allocation formula following research and input from local jurisdictions. The adopted formula reflects stakeholder feedback that allocations should be driven primarily by PIT data, while also incorporating a limited secondary measure to better account for housing instability that may not be fully captured through PIT counts alone. The formula applies the following data sources:

Table 2: Data Sources

DATA SOURCE Multi-Year Average Point in Time (PIT) Count (Current formula averages 2023 and 2024. Expanding to a three-year average beginning FY 2026–27)
WEIGHT 90%
DESCRIPTION Measures visible homelessness and relative service demand across jurisdictions. The PIT Count is the primary, HUD-defined metric for counting people experiencing homelessness and is collected annually for all cities and unincorporated areas in Los Angeles County. Using a multi-year average reduces year-to-year volatility in allocations and supports more predictable local planning and program implementation.
DATA SOURCE American Community Survey (ACS) Data on Families with Less Than \$10,000 in Income (To be substituted with McKinney Vento data on doubled-up student homelessness when data becomes available)
WEIGHT 10%
DESCRIPTION Accounts for hidden homelessness and family instability. The ACS is an ongoing social, economic, housing and demographic survey conducted by the federal Census Bureau that collects and produces information about the nation’s population, including data on family income. ACS data profiles are published annually using data from the last five years and are available at the city, county, state, and national levels.

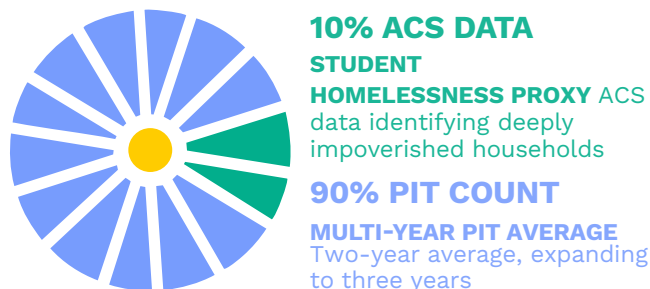
Allocation Formula

Using the data sources described above, the County applies the following Board-adopted allocation formula through a standardized, Countywide process to determine each jurisdiction's annual LSF percentage, resulting in a single allocation amount for each city, COG, and the County on behalf of unincorporated areas.

1. **Confirm the applicable data inputs for the fiscal year** – The County confirms the PIT Count years included in the multi-year average and the ACS data profile used for the allocation year.
2. **Apply the multi-year PIT component** – The County applies the multi-year PIT framework described above to establish each jurisdiction's relative level of homelessness.
3. **Apply the ACS-based component** – The County applies the ACS measure described above to account for housing instability not fully captured through PIT data alone.
4. **Integrate the results to determine the final allocation** – The County combines the PIT-based and ACS-based results, reflecting their respective weighting within the formula, to produce each jurisdiction's total LSF allocation.

The formula is applied consistently across all jurisdictions using COC and Federal Census datasets. Allocations for each unincorporated area is calculated and then grouped by Supervisorial District for implementation.

Figure 1: Allocation Formula



2.3 Allocation

LSF funds are distributed by the County to Direct Funding Recipients identified to support effective administration of funds, promote regional coordination, and align with Measure A's emphasis on equity, accountability, and systemwide outcomes.

Direct Funding Recipients and Allocations

LSF funds are allocated to participating jurisdictions through one of the following pathways:

- **Direct Council of Government (COG) Agreement** – COGs that serve as the direct funding recipients for a combined allocation representing their cities that do not have direct agreements with the County. This pathway facilitates subregional coordination, reduces administrative duplication, and enables cities with smaller allocations to participate in coordinated investments. COGs are responsible for administering funds in compliance with Measure A requirements, Board-adopted metrics, and applicable oversight provisions. Member cities participate as program partners and/or subrecipients under these agreements.
- **Direct City Agreement** – In limited and exceptional circumstances, and subject to County approval, a city may enter into a direct agreement with the County to administer its allocation. This pathway is generally used when a city is not part of an established COG structure for LSF fund administration, and/or when the city's allocation size and administrative capacity support direct administration. Direct City Agreements are granted selectively following a County review of administrative capacity and structural considerations, and are not intended to provide a general option for cities to bypass COG participation or regional coordination.
- **County-Administered (Unincorporated Areas)** – The County acts as the direct funding recipient for LSF allocations on behalf of its unincorporated areas. HSH or other County entities administer funds in coordination with respective County Board office in alignment with Measure A and applicable County policies.

This approach is designed to ensure effective administration, promote regional coordination, and maximize the impact of LSF investments. Given administrative capacity constraints, the County cannot feasibly manage direct agreements with every jurisdiction individually. Moreover, independent administration of small allocations by each jurisdiction could result in fragmented efforts and diminished program impact. Use of COG-based administration supports efficiency, consistency, and regional coordination, particularly for jurisdictions with smaller allocations.

For FY 2026–27, the County anticipates executing a total of 28 LSF agreements, including:

- 5 COG-administered agreements,
- 18 direct city agreements, and
- 5 County-administered agreements covering unincorporated areas by supervisorial district.

How Jurisdictions Were Selected for Direct Agreements

- **Capacity Constraints:** Based on available staffing and the business processes required to responsibly administer the LSF, the County has the capacity to manage approximately 20 direct agreements in a given fiscal year. This practical constraint informed the overall agreement structure.
- **Objective Selection Criteria:** To allocate this capacity fairly and consistently, the County applied a common set of data-driven criteria across all 88 cities and six Councils of Governments (COGs), including:
 - allocation size (priority to jurisdictions with the largest LSF allocations);
 - homelessness need (e.g., PIT counts and unsheltered rates);
 - equity indicators (disproportionate impacts on historically underserved populations);
 - funding sufficiency (an allocation large enough to justify direct administration);
 - administrative capacity (financial, programmatic, and contracting systems);

- implementation readiness and timelines;
- regional leverage and coordination potential; and
- documented commitment to meeting Measure A goals and provisions.

- **Decision Method:** These factors were combined using a standardized rubric so decisions were based on measurable, comparable inputs. Cities and COGs also had the opportunity to provide feedback and supplemental information, which was considered alongside the objective measures.
- **Resulting Structure:** Application of these criteria resulted in pooling allocations into five of the six participating COGs and offering direct agreements only to cities that met the established thresholds, typically those with the largest allocations and demonstrated operational readiness and commitment.
- **Transparency:** The selection rationale and outcome were documented and communicated to jurisdictions. Jurisdictions not selected for direct agreements may provide additional information for future consideration, and should work with their COG to ensure their local homeless crisis is positively impacted by the allocated resources.

Considerations for Smaller Jurisdictions and Regional Coordination

Consistent with Measure A’s emphasis on equity and effectiveness, jurisdictions receiving smaller or more modest allocations are strongly encouraged to pursue collaborative or regionally coordinated approaches rather than standalone activities. This guidance recognizes the potential for diminishing returns when very small allocations are used to support independent efforts and the value of aligning investments with broader regional or County-administered strategies.

Table 3: FY 26-27 Disbursement Allocations

REGION	DIRECT FUNDING RECIPIENT	PARTICIPATING CITIES/ JURISDICTIONS	PIT-BASED ALLOCATION (90%)	ACS-BASED ALLOCATION (10%)	RESPECTIVE JURISDICTIONAL LSF ALLOCATION	TOTAL LSF ALLOCATION FOR DIRECT AGREEMENT HOLDERS
Antelope Valley	City of Lancaster	City of Lancaster	\$2,215,091	\$156,872	\$2,371,962	\$2,371,962
	City of Palmdale	City of Palmdale	\$1,191,586	\$187,120	\$1,378,706	\$1,378,706
City of Los Angeles	City of Los Angeles	City of Los Angeles	\$52,542,593	\$2,183,145	\$54,725,738	\$54,725,376*
Gateway Cities	Gateway Cities COG (GWCCOG)	City of Artesia	\$45,122	\$49,421	\$94,543	\$5,281,383
		City of Avalon	\$0	\$116,929	\$116,929	
		City of Bell Gardens	\$144,042	\$115,595	\$259,638	
		City of Bell	\$515,900	\$108,109	\$624,009	
		City of Bellflower	\$321,091	\$104,986	\$426,078	
		City of Cerritos	\$168,150	\$51,149	\$219,299	
		City of Commerce	\$190,200	\$29,594	\$219,794	
		City of Compton	\$521,613	\$154,168	\$675,781	
		City of Cudahy	\$52,909	\$199,456	\$252,365	
		City of Hawaiian Gardens	\$56,442	\$79,753	\$136,195	
		City of La Habra Heights	\$0	\$28,071	\$28,071	
		City of La Mirada	\$55,996	\$44,072	\$100,068	
		City of Lakewood	\$115,817	\$43,695	\$159,512	
		City of Lynwood	\$210,315	\$99,992	\$310,307	
		City of Maywood	\$69,075	\$156,795	\$225,870	
		City of Norwalk	\$269,969	\$54,667	\$324,636	
		City of Paramount	\$97,443	\$116,700	\$214,143	
		City of Pico Rivera	\$279,404	\$84,644	\$364,048	
	City of Signal Hill	\$91,857	\$21,560	\$113,417		
	City of Vernon	\$39,978	\$0	\$39,978		
	City of Whittier	\$275,532	\$101,171	\$376,703		
City of Downey	City of Downey	\$354,796	\$83,936	\$438,732	\$438,732	
City of Huntington Park	City of Huntington Park	\$319,360	\$145,793	\$465,153	\$465,153	
City of Long Beach	City of Long Beach	\$4,718,542	\$305,193	\$5,023,735	\$5,023,735	
City of Santa Fe Springs	City of Santa Fe Springs	\$493,196	\$73,847	\$567,043	\$567,043	
City of South Gate	City of South Gate	\$371,404	\$88,673	\$460,078	\$460,078	
Las Virgenes Malibu	Las Virgenes– Malibu COG (LVMCOG)	City of Agoura Hills	\$16,754	\$63,568	\$80,323	\$618,094
		City of Calabasas	\$11,466	\$97,584	\$109,050	
		City of Hidden Hills	\$0	\$90,402	\$90,402	
		City of Malibu	\$140,368	\$104,719	\$245,087	
		City of Westlake Village	\$1,763	\$91,469	\$93,232	

REGION	DIRECT FUNDING RECIPIENT	PARTICIPATING CITIES/ JURISDICTIONS	PIT-BASED ALLOCATION (90%)	ACS-BASED ALLOCATION (10%)	RESPECTIVE JURISDICTIONAL LSF ALLOCATION	TOTAL LSF ALLOCATION FOR DIRECT AGREEMENT HOLDERS
South Bay Cities	South Bay Cities COG (SBCCOG)	City of Carson	\$237,082	\$62,478	\$299,560	\$3,173,701
		City of El Segundo	\$45,420	\$50,532	\$95,952	
		City of Gardena	\$171,958	\$72,414	\$244,373	
		City of Hawthorne	\$325,674	\$122,225	\$447,899	
		City of Hermosa Beach	\$27,923	\$52,442	\$80,365	
		City of Inglewood	\$634,401	\$128,810	\$763,211	
		City of Lawndale	\$94,941	\$40,171	\$135,112	
		City of Lomita	\$41,302	\$31,659	\$72,961	
		City of Manhattan Beach	\$19,696	\$47,636	\$67,332	
		City of Palos Verdes Estates	\$441	\$29,223	\$29,664	
		City of Rancho Palos Verdes	\$8,965	\$49,335	\$58,300	
		City of Redondo Beach	\$143,890	\$35,881	\$179,771	
		City of Rolling Hills	\$0	\$27,886	\$27,886	
		City of Rolling Hills Estates	\$4,557	\$70,123	\$74,680	
		City of Torrance	\$512,051	\$84,585	\$596,636	
San Fernando Valley	City of Burbank	City of Burbank	\$361,695	\$98,533	\$460,228	\$460,228
	City of Glendale	City of Glendale	\$257,582	\$209,154	\$466,736	\$466,736
	City of San Fernando	City of San Fernando	\$72,164	\$50,128	\$122,292	\$122,292
	City of Santa Clarita	City of Santa Clarita	\$422,842	\$108,430	\$531,272	\$531,272



REGION	DIRECT FUNDING RECIPIENT	PARTICIPATING CITIES/ JURISDICTIONS	PIT-BASED ALLOCATION (90%)	ACS-BASED ALLOCATION (10%)	RESPECTIVE JURISDICTIONAL LSF ALLOCATION	TOTAL LSF ALLOCATION FOR DIRECT AGREEMENT HOLDERS
San Gabriel Valley	San Gabriel Valley COG (SGVCOG)	City of Alhambra	\$110,503	\$93,627	\$204,130	\$3,708,951
		City of Arcadia	\$128,451	\$69,543	\$197,994	
		City of Azusa	\$240,265	\$62,558	\$302,823	
		City of Bradbury	\$0	\$31,225	\$31,225	
		City of Claremont	\$38,653	\$38,220	\$76,873	
		City of Covina	\$97,879	\$73,641	\$171,520	
		City of Diamond Bar	\$62,616	\$116,224	\$178,841	
		City of Duarte	\$37,771	\$35,259	\$73,030	
		City of Glendora	\$126,693	\$59,385	\$186,077	
		City of Industry	\$66,877	\$0	\$66,877	
		City of Irwindale	\$187,106	\$6,422	\$193,529	
		City of La Cañada Flintridge	\$6,908	\$15,601	\$22,509	
		City of La Puente	\$114,924	\$47,905	\$162,829	
		City of La Verne	\$21,750	\$39,458	\$61,208	
		City of Monrovia	\$79,657	\$21,403	\$101,060	
		City of Monterey Park	\$122,570	\$115,232	\$237,802	
		City of Rosemead	\$232,963	\$84,621	\$317,584	
		City of San Dimas	\$71,872	\$48,043	\$119,914	
		City of San Gabriel	\$106,695	\$104,409	\$211,104	
		City of San Marino	\$2,498	\$44,839	\$47,337	
		City of Sierra Madre	\$882	\$24,424	\$25,305	
		City of South El Monte	\$96,419	\$52,281	\$148,700	
	City of South Pasadena	\$40,711	\$36,850	\$77,561		
	City of Temple City	\$30,420	\$66,215	\$96,635		
	City of Walnut	\$7,496	\$106,388	\$113,883		
City of West Covina	\$190,163	\$92,436	\$282,599			
City of Baldwin Park	City of Baldwin Park	\$326,694	\$79,932	\$406,626	\$406,626	
City of El Monte	City of El Monte	\$446,323	\$140,819	\$587,142	\$587,142	
City of Montebello	City of Montebello	\$461,190	\$70,384	\$531,574	\$531,574	
City of Pasadena	City of Pasadena	\$783,034	\$128,988	\$912,023	\$912,023	
City of Pomona	City of Pomona	\$953,438	\$152,193	\$1,105,631	\$1,105,631	
Westside Cities	Westside Cities COG (WSCCOG)	City of Beverly Hills	\$28,651	\$83,137	\$111,788	\$730,784
		City of Culver City	\$303,497	\$9,218	\$312,716	
		City of West Hollywood	\$145,923	\$160,357	\$306,279	
	City of Santa Monica	City of Santa Monica	\$1,190,860	\$105,919	\$1,296,779	\$1,296,779

REGION	DIRECT FUNDING RECIPIENT	PARTICIPATING CITIES/ JURISDICTIONS	PIT-BASED ALLOCATION (90%)	ACS-BASED ALLOCATION (10%)	RESPECTIVE JURISDICTIONAL LSF ALLOCATION	TOTAL LSF ALLOCATION FOR DIRECT AGREEMENT HOLDERS
Los Angeles County Unincorporated Areas	Unincorporated Areas SD1	SD1 Communities of: Avocado Heights, Azusa, Bassett, Charter Oak, Covina, East Los Angeles, El Monte, Hacienda Heights, North Whittier, Northeast San Gabriel, Pellissier Village, Pomona, Rowland Heights, San Jose Hills, South El Monte, South San Gabriel, Valinda, Walnut, West Puente Valley, Whittier Narrows	\$1,859,262	\$95,010	\$1,954,272	\$1,954,333*
	Unincorporated Areas SD2	SD2 Communities of: Athens Village, Athens-Westmont, Dek Aire, Del Rey, East Rancho Dominguez, El Camino Village, Florence-Firestone, Harbor Gateway, Hawthorne, Ladera Heights, Lennox, Marina del Rey, Rancho Dominguez, View Park/Windsor Hills, West Carson, West Rancho Dominguez, Willowbrook, Wiseburn	\$4,234,128	\$95,010	\$4,329,138	\$4,329,273*
	Unincorporated Areas SD3	SD3 Communities of: Franklin Canyon, Lake Manor, Miracle Mile, Santa Monica Mountains, West Chatsworth, West Los Angeles, West Hills	\$465,655	\$95,010	\$560,665	\$560,682*
	Unincorporated Areas SD4	SD4 Communities of: Bandini Islands, Cerritos, East La Mirada, East Whittier, La Habra Heights, La Rambla, Lakewood, Long Beach, Lynwood, Palos Verdes Peninsula, San Clemente Island, South Whittier, Sunrise Village, Walnut Park, West Whittier/Los Nietos, Westfield/Academy Hills, Whittier	\$1,175,239	\$95,010	\$1,270,249	\$1,270,289*
	Unincorporated Areas SD5	SD5 Communities of: Acton, Agua Dulce, Altadena, Anaverde, Angeles National Forest, Arcadia, Bouquet Canyon, Bradbury, Canyon Country, Castaic, Claremont, Del Sur, Desert View Highlands, Duarte, East Covina, East Lancaster, East Pasadena, Elizabeth Lake, Glendora, Hi Vista, Kagel/Lopez Canyons, Kinneloa Mesa, La Crescenta-Montrose, La Verne, Lake Hughes, Lake Los Angeles, Leona Valley, Littlerock, Littlerock/Juniper Hills, Littlerock/Pearblossom, Llano, Monrovia, Newhall, North Lancaster, Northeast San Gabriel, Padua Hills, Palmdale, Pearblossom/Llano, Placerita Canyon	\$3,393,304	\$95,010	\$3,488,314	\$3,488,423*
Countywide LSF Total						\$96,967,000

* Since the County budgets at the \$1,000 level, this allocation table includes a \$362 accounting adjustment to the Unincorporated Areas. To minimize the impact, the adjustment is applied to the jurisdiction with the largest total allocation, the City of Los Angeles (a 0.00001% change).

ELIGIBLE AND RECOMMENDED USES

3.1 Eligible Uses Overview

The County’s partnership with local jurisdictions is aided by clear expectations and parameters. Fortunately, Measure A sets those parameters and directs that the “County shall allocate funds from the LSF to cities, councils of governments, and/or the County on behalf of its unincorporated areas” for programs consistent with the purposes enumerated in Measure A, “including but not limited to homelessness prevention, homelessness services, and affordable housing programs, as well as for purposes enumerated in Government Code Section 64700 et seq. This guidance defines the projects and services that align with Measure A’s parameters and supports local jurisdictions in developing their LSF Projects/Programs and Budgets.

Measure A further states that funding allocations from the LSF are intended to support activities that advance its core goals, including preventing homelessness, reducing homelessness, increasing the number of people permanently leaving homelessness, and increasing the number of affordable housing units in Los Angeles County. Programs funded through the LSF should demonstrate progress toward these goals and contribute to the systemwide outcomes identified in Measure A.

The following guidance translates this statutory direction by organizing eligible uses into groupings and providing examples to assist local jurisdictions in developing support Projects/Programs and associated Budgets. These examples are intended for illustrative purposes only and do not limit the County’s discretion to determine eligibility consistent with Measure A.

3.2 Eligible Use Groupings

This guidance organizes eligible uses of the LSF into three general groupings to support strategic investments that advance Measure A goals and related target metrics. These groupings are intended to clarify when activities are generally eligible and when additional requirements or considerations must be accounted for based on the nature of the activity, funding structure, or applicable legal or programmatic considerations.

Eligible activities may be targeted to specific populations identified in Measure A, including but not limited to seniors, families with children, unaccompanied individuals, veterans, people fleeing domestic violence, people with mental illness and/or substance use disorders, justice-involved individuals, transition-age youth, and children. Consistent with Measure A, funding should be allocated according to need and equity, with an emphasis on reducing racial disparities and the disproportionate impacts of homelessness and housing insecurity.

Where possible, LSF-supported programs should coordinate with other Measure A-funded programs in a regional and strategic manner to support shared goals and outcomes.

Table 4: Eligible Use Groupings

GROUP 1: ELIGIBLE USES	GROUP 2: ELIGIBLE USES THROUGH MAXIMIZING PARTNERSHIPS WITH LOCAL, STATE, OR FEDERALLY FUNDED ORGANIZATIONS	GROUP 3: ELIGIBLE USES WHEN BRAIDED WITH LACAHSA FUNDING
<p>Activities in this grouping are directly eligible uses of the Local Solutions Fund and may be included in Projects/Programs and Budgets without additional requirements beyond those outlined in this guidance. Group 1 activities are high-impact investments that directly support Measure A Goals 1 (reducing unsheltered homelessness) and 3 (increasing permanent housing placements), as well as related Board-adopted target metrics.</p>	<p>Activities in this grouping are eligible uses of Measure A LSF if the local jurisdiction can demonstrate a maximized partnership with organizations that create connections to mainstream safety net programs supported by other funds from the County, State, and Federal Governments, including connections to medical and mental health care supported by state and federal programs, as well as other entitlement programs. Specifically, Group 2 activities are appropriate when:</p> <ul style="list-style-type: none"> • The service is delivered by an entity with the demonstrated ability to leverage eligible local, state, or federal funding; and • The activity does not duplicate services already provided by the County or its funded partners within health, behavioral health, justice-involved, or homeless response systems. 	<p>Activities in this grouping are eligible uses of Measure A LSF and may be included in Projects/Programs and Budgets if the local jurisdiction can demonstrate an intent to braid/pair LSF Funding with eligible LACAHSA funding to serve people at risk of experiencing homelessness.</p> <p>Group 3 activities may be included when</p> <ul style="list-style-type: none"> • LSF funding will be paired with LACAHSA funding for an aligned purpose (e.g. it is an eligible use consistent with LACAHSA guidelines); or • Relevant LACAHSA funding is not available to the jurisdiction and/or its COG during the funding period; and • The funded activity supports people at risk of homelessness.

Administrative Costs

Reasonable, leveraged administrative costs necessary to implement and operate eligible projects and programs may be included for contract administration and project or program management, including costs associated with building or maintaining data, reporting, and evaluation capacity required to track performance and outcomes. All administrative costs must be covered within the total LSF allocation provided and may not be added on top of the allocation.

3.3 Eligible Use Examples

Building on the eligible use groupings described above, this guidance provides examples of eligible activities of projects that may be funded with LSF resources to advance Measure A goals. For more detailed definitions and information on eligible uses, please see Appendix 1: Detailed Eligible Use Examples. Appendix 1 expands on the examples summarized in this guidance and provides additional detail to support practical implementation and program design by COGs and cities.

Table 5: Eligible Use Examples

GROUP 1: ELIGIBLE USES	GROUP 2: ELIGIBLE USES THROUGH MAXIMIZING PARTNERSHIPS WITH LOCAL, STATE, OR FEDERALLY FUNDED ORGANIZATIONS	GROUP 3: ELIGIBLE USES WHEN BRAIDED WITH LACAHSAs FUNDING
<ul style="list-style-type: none"> • Permanent Housing for PEH <ul style="list-style-type: none"> - Construction - Acquisition - Master Leasing - Conversion - Operating Subsidies - Flexible Rental Subsidies <ul style="list-style-type: none"> • Time Limited Subsidies • Rapid Re-Housing • Shallow Subsidies • Interim Housing for PEH <ul style="list-style-type: none"> - Construction - Acquisition - Conversion - Capital Investments - Operating Subsidies - Motel Vouchers - Beds • Expedited Placements in Permanent Housing for PEH <ul style="list-style-type: none"> - Move-In Assistance - Landlord Supports <ul style="list-style-type: none"> • Landlord Engagement • Holding Fees • Mitigation Funds • Landlord Incentives - Problem Solving - Reunification • Employment Services for PEH <ul style="list-style-type: none"> - Support for Social Enterprises - Supported Employment • Enhanced Services for TAY and Children 	<ul style="list-style-type: none"> • Enhanced Emergency & Interim Housing <ul style="list-style-type: none"> - Recuperative Care - Enriched Residential Care • Mental Health Services <ul style="list-style-type: none"> - Assessment - Outpatient therapy/ counseling services - Psychiatric care/ medication management - Crisis intervention/ emergency response - Case management • Substance Abuse Services <ul style="list-style-type: none"> - Outpatient Care & Residential Treatment - Medication Assisted Treatment (MAT) - Withdrawal Management (Detox) - Harm Reduction • Case Management Services <ul style="list-style-type: none"> - Domestic Violence Case Management - Case Management Services for Permanent Supportive Housing <ul style="list-style-type: none"> • Housing Navigation • Intensive Case Management Services (ICMS) - Case Management Services to rehouse people impacted by the criminal legal system - Homeless Prevention Unit • Outreach Services <ul style="list-style-type: none"> - Outreach Generalist - Outreach Services Provided by Multi-Disciplinary Teams (MDT) 	<p>The following are from LACAHSAs Transitional Guidelines as it relates to LACAHSAs eligible uses:</p> <ul style="list-style-type: none"> • Production, Preservation, and Ownership (PPO), including construction of new affordable housing, preservation of existing affordable housing, and homeownership opportunities. • Prevention of Housing Loss through Renter Protection and Homelessness Prevention (RPHP), including: <ul style="list-style-type: none"> - Marketing - Assessment - Eligibility - Referral - Legal Services and Renter Education - Emergency Rental and Flexible Financial Assistance - Temporary Rental Assistance - Short-Term Income Support • Planning and Technical Assistance (TA) Related to Affordable Housing and Land Use and Renter Protection and Homelessness Prevention

3.4 Ineligible Uses

3.2 (Eligible Use Groupings) and 3.3 (Eligible Use Examples) outline the full range of activities eligible for funding through the LSF. Any activities that fall outside the scope of 3.2 and 3.3, or that are inconsistent with the provisions of Measure A, are ineligible for LSF funding.

Measure A states that **“proceeds from the tax imposed by this Ordinance may not be used to fund investigations or prosecutions to achieve criminal, civil, or administrative penalties against people experiencing homelessness or other low-income people.”** Consistent with this requirement, the LSF may not be used for punitive or enforcement-oriented activities. For example, LSF funds may not be used to support sworn law enforcement personnel or activities, including police officers, sheriff deputies, or other personnel whose primary role is investigation, citation, enforcement, or prosecution.

This guidance is not intended to provide an exhaustive list of ineligible activities. Questions regarding whether a proposed activity is eligible or ineligible should be directed to designated County representatives promptly. Early engagement is encouraged to ensure compliance and proper use of funds. County contact information and engagement channels are provided in 5: Local Jurisdiction Engagement and Support.



3.5 Recommended Uses

While the Eligible Uses guidance defines what activities are eligible for Local Solutions Fund (LSF) resources, not all eligible uses deliver the same level of impact—particularly in an environment of constrained resources, rising costs, and systemwide funding reductions. This provides **strategic guidance** to help cities, Councils of Governments (COGs), and the County prioritize investments that most effectively advance Measure A goals under different local conditions.

This guidance is **non-prescriptive** and does not replace local decision-making. Rather, it is intended to support jurisdictions in making informed, high-impact choices when programming limited funds.

Strategic Framework

Local jurisdictions are encouraged to assess their local context and select an investment approach that balances the two largest needs in the homeless response system, from the County’s vantage point:

1. Optimization for Long-Term Outcomes
2. Stabilization of Essential Systems

Optimization for Long-Term Outcomes

When jurisdictions have sufficient baseline system capacity, the County strongly recommends prioritizing investments that directly increase housing supply and accelerate exits from homelessness, consistent with Measure A’s core outcome goals. For this strategy, HSH recommends focusing LSF investments on:

1. Interim Housing Capacity That Leads to Permanent Housing

- Acquisition, conversion, or operation of interim housing that functions as a clear on-ramp to permanent housing
- Interim models that reduce length of stay and prioritize rapid exits
- Capital investments that stabilize or preserve existing interim housing assets

2. Permanent Housing Creation and Access

- Operating subsidies or rental subsidies that directly increase housing placements

- Landlord engagement, mitigation funds, and move-in assistance that unlock existing housing stock
- Permanent housing construction, acquisition, conversion, or master leasing – especially if strategically paired with LCAHSA Production, Preservation, and Ownership (PPO) funding

3. Housing Navigation and Placement Infrastructure

- Dedicated housing navigation capacity tied to real housing inventory
- Regional or subregional approaches that reduce duplication and improve placement efficiency
- Investments that measurably increase permanent exits per dollar spent

Stabilization of Essential Systems

The County also recognizes that some jurisdictions may not have the ability to make long-term strategic investments due to acute service gaps, emergent needs, or recent funding reductions—including proposed Countywide Measure A spending plan cuts in the Comprehensive Homelessness Services budget and planned CoC reductions for permanent housing. In these cases, the County recommends using LSF resources to stabilize critical system functions and prevent backsliding. Even in crisis mode, jurisdictions are encouraged to:

- Avoid creating new standalone programs that are not sustainable
- Align gap-filling investments with existing County or regional systems
- Clearly define how short-term stabilization efforts support longer-term Measure A goals

Therefore, for this strategy, HSH recommends focusing LSF investments on:

1. Preventing the Loss of Existing Housing or Shelter Capacity

- Operating subsidies to keep interim or permanent housing sites open
- Short-term interventions that prevent closures, bed losses, or displacement

2. Filling Critical Gaps in the Local Response System

- Time-limited support to maintain outreach, case management, or housing navigation capacity
- Bridge funding where other County, State, or Federal resources have been reduced or delayed

3. Targeted Interventions With Immediate System Impact

- Emergency interim solutions during weather events or displacement events
- Problem-solving, reunification, or shallow subsidies that prevent inflow into homelessness
- Gap-filling investments that preserve flow from street to shelter to housing

Using This Framework

- Jurisdictions are encouraged to explicitly reference this framework when developing Projects/Programs and Budgets by:
 - Identifying which scenario best reflects local conditions
 - Explaining how proposed investments align with recommended priorities
 - Describing how short-term stabilization efforts (if applicable) support longer-term system outcomes
 - HSH staff are available to support jurisdictions in applying this framework during planning, office hours, and technical assistance sessions.



IMPLEMENTATION AND ADMINISTRATION

4.1 Implementation and Administration Overview

Use of LSF resources is conditioned upon compliance with County-administered agreements that specify approved projects and programs, budgets, fiscal control, and reporting obligations. Jurisdictions receiving LSF allocations must adhere to these agreements, including submitting annual reports, making specified information publicly accessible in accordance with applicable transparency requirements, and cooperating with County oversight and audit functions, including reviews conducted by the Auditor-Controller. These requirements ensure accountability, compliance with Measure A mandates, and effective stewardship of public funds.

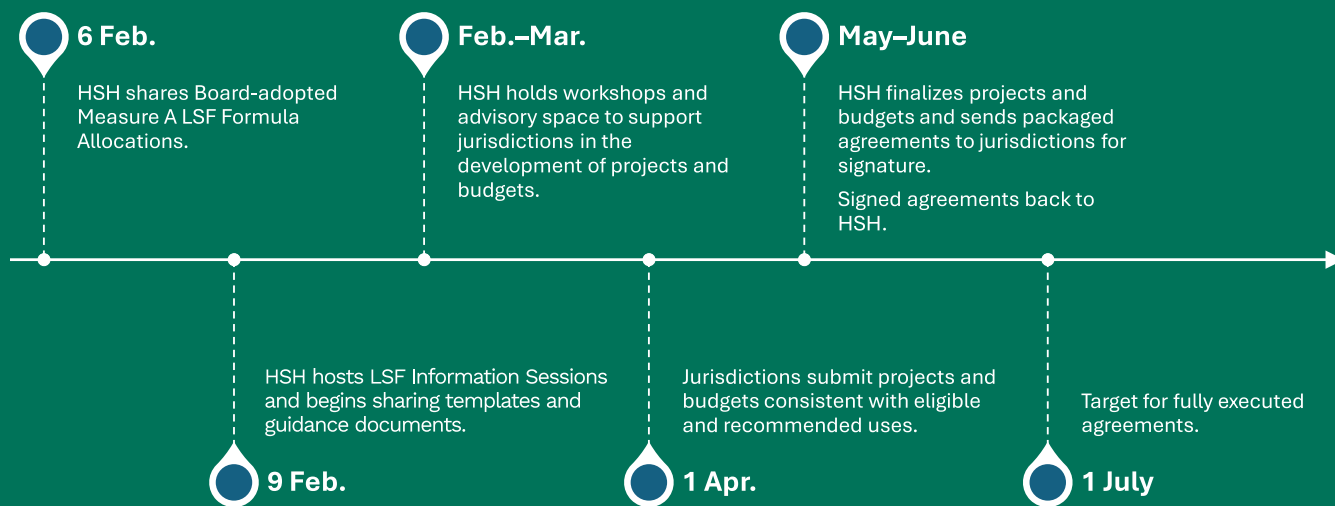
4.2 Timeline and Key Dates

The LSF follows an annual cycle aligned with the County’s fiscal year to promote orderly administration and consistent program delivery. This structured timeline is based on mutual and responsive engagement and provides participating jurisdictions with sufficient notice and opportunities for support enabling effective planning, coordination, agreement execution, and program implementation.

Note about Unincorporated Areas (UAs): Since HSH administers and collaborates with Board offices to program the LSF on behalf of the UAs, the general timeline remains the same; however, activities slightly vary compared to independent jurisdictions outside the County.

Table 6 outlines the key phases within the annual LSF process.

Table 6: Timeline to Agreement Implementation



4.3 Contracting and Agreements

LSF agreements formalize approved Projects/Programs and Budgets and authorize the use of Measure A funding for the applicable fiscal year. This guidance outlines the process by which COGs, Board offices, and cities develop Projects/Programs and Budgets, the County's review and incorporation of the materials into County-administered agreements, and key considerations to ensure timely execution and implementation. It should be noted that the County's Department of Homeless Services and Housing (HSH) Municipal Relations Team administers LSF agreements for unincorporated areas (UA), using slightly modified structures and processes to reflect the department's unique role in administering these funds on behalf of the County Board Offices.

Overview of the Contracting Process

The contracting process begins with COGs and cities developing Projects/Programs and Budgets that are consistent with the Eligible Uses described above. These Projects/Programs and Budgets define the specific activities to be funded, the intended use of the funds, the jurisdictions and populations served, and how the proposed activities advance Measure A goals and target metrics.

Projects/Programs and Budgets replace prior references to Statements of Work and serve as the primary programmatic and budgetary components of each agreement. The county provides standardized templates for Projects/Programs and Budgets to support consistency, clarity, and ease of use across jurisdictions.

Once Projects/Programs and Budgets are finalized and approved by the County, they are incorporated into an agreement executed between the County and the Direct Funding Recipient. LSF-funded activities may commence only after full execution of the agreement.

Developing Projects/Programs and Budgets

Cities and COGs are responsible for developing Projects/Programs and Budgets that are clearly scoped, appropriately budgeted, and fully compliant with Measure A requirements. All proposed activities must align with the Eligible Use Groupings outlined above.

Each Project/Program must include sufficient detail to enable thorough County review and to establish clear expectations for implementation. At a minimum, Projects/Programs and Budgets must identify:

- Eligible Use Grouping and Eligible Use Category;
- Description of the program, service, or action to be funded;
- For Group 2 and Group 3 activities, a description of the required partnership, connections, or funding braiding/pairing arrangements;
- Detailed project description and, where applicable, sub-agreements;
- Jurisdiction(s) and population(s) served;
- Project-specific key performance indicators (KPIs) and target outcomes;
- Timeline for implementation;
- Applicable Measure A goal(s) and corresponding target metric(s) supported by the activity;
- A completed budget, including direct program costs, administrative costs, and total expenditures.

Projects/Programs and Budgets should clearly demonstrate how proposed activities contribute to Measure A goals and target metrics.

Administrative and personnel costs must be reasonable, directly related to implementation, and included within the total allocation. Additional guidance on administrative costs is provided in the Eligible Uses guidance above.

Group 2 and Group 3 Eligible Use Considerations

For Projects under Group 2 Eligible Uses, jurisdictions must describe how the activity maximizes partnerships with organizations that facilitate connections to mainstream safety net programs supported by County, State, or Federal sources. This includes, where applicable, connections to medical care, mental health services, substance use treatment, and other entitlement programs. Given the County's existing investments of local, state, and federal dollars into the Homeless Services delivery system, jurisdictions should leverage and augment existing systems to avoid duplication of services.

For Projects proposed under Group 3 Eligible Uses, jurisdictions must describe how LSF funding will be braided or paired with eligible uses with the Los Angeles County Affordable Housing Solutions Agency ("Housing Agency" or "LACAHS") to support people at risk of, experiencing homelessness. Where applicable, jurisdictions should describe how the combined funding supports a shared purpose/objective and coordinated outcomes.

Clear and comprehensive descriptions of these partnerships or funding arrangements or relationships are required to demonstrate eligibility and alignment with Measure A.

Considerations by Agreement Type

- **Direct Council of Government (COG) Agreements** – COGs serving as Direct Funding Recipients are responsible for coordinating with member cities during the development of Projects/Programs and Budgets. This coordination should ensure that proposed activities reflect a regional or subregional approach and that investments are designed to generate positive impacts across member cities. Additionally, to sustain the administrative capacity necessary to implement and oversee these programs effectively, COGs may include a reasonable administrative fee.
- **Direct City Agreements** – Cities entering into direct agreements with the County are responsible for independently developing Projects/ Programs and Budgets, in compliance with Measure A and County guidance. While administering funds directly, cities are strongly encouraged to consider regional context and coordinate with neighboring jurisdictions, County-funded programs, and other Measure A-supported efforts when designing Projects/Programs. Additionally, to sustain the administrative capacity necessary to implement and oversee these programs effectively, Cities may include a reasonable administrative fee.

Submission, Review, and Revisions

Projects/Programs and Budgets must be submitted to the County by the deadlines identified in the annual timeline described above to target a July 1st effective date. The County will review all submissions to confirm alignment with Measure A requirements, Eligible Uses, established goals, target metrics, and overall completeness.

The County reserves the right to request revisions or additional clarification prior to finalizing agreements. Common reasons for follow-up include, but are not limited to:

- Incomplete or vague descriptions of proposed activities and/or budgets;
- Misalignment with Eligible Uses, Measure A goals, or target metrics;
- Group 2 Eligible Use descriptions that do not clearly describe actions to create connections to mainstream safety net programs; and
- Group 3 Eligible and Recommended Use descriptions that do not clearly describe how LSF funding will be braided or paired with eligible uses from the Housing Agency's Transitional Guidelines and successor Guidelines ([LACAHS Transitional Guidelines](#)).

Jurisdictions are encouraged to use office hours and technical assistance opportunities to confirm eligibility and program design prior to submission.

Subrecipient and Partner Agreements

Direct Funding Recipients are responsible for executing and managing all necessary agreements with subrecipients, contractors, or subcontractors to implement approved Projects/ Programs.

Consistent with Measure A requirements:

- All subrecipient, contractor, and subcontractor agreements must include applicable Measure A requirements, including performance standards, reporting obligations, and accountability provisions; and

- Copies of all executed subrecipient, contractor, and subcontractor agreements or memoranda of understanding (MOUs), including agreements with cities receiving or benefiting from LSF funding through a COG, must be provided to the County for review and recordkeeping.

COGs must ensure that agreements with member cities clearly define roles, responsibilities, and compliance obligations consistent with Measure A and County requirements.

Agreement Execution and Implementation

Once Projects/Programs and Budgets are finalized, agreements will be routed to jurisdictions for signature and once returned, the County will review and provide final signature for execution. Jurisdictions are expected to return fully executed agreements within the timelines established by the County to enable authorization of funding prior to the start of the fiscal year.

LSF-funded activities may commence only after agreements are fully executed. Approved Projects/Programs must be implemented in accordance with the executed agreement and the final Projects/Programs and Budgets.

4.4 Fiscal Management, Reporting, and Accountability

Acceptance of LSF funding is voluntary. Funding Recipients retain the option to decline Measure A funds if they choose not to accept the associated conditions. However, once accepted, all Measure A requirements apply for the duration of the agreement and any funded activities.

Measure A emphasizes responsible stewardship of public funds, transparency in how resources are used, and accountability for achieving systemwide outcomes. Consistent with these priorities, use of LSF resources is subject to fiscal management standards, reporting obligations requirements, and oversight mechanisms established through County-administered agreements and Measure A's

statutory requirements. To ensure these standards are met, HSH's Municipal Relations Team supports jurisdictions by providing project and budget templates, eligible and recommended uses, webinars, and other tools referenced in this guidance.

This guidance outlines expectations related to fiscal administration, invoicing and reimbursement, reporting, and accountability for jurisdictions receiving or benefiting from LSF funding.

Fiscal Management

All LSF funds are administered pursuant to an executed agreement between the County and the Direct Funding Recipient (i.e., COGs, eligible cities, the Unincorporated Areas). These agreements establish approved Projects/Programs and Budgets, define eligible cost groupings, and set forth fiscal controls, and documentation requirements.

LSF funds are reimbursed on a cost-incurred basis. Direct Funding Recipients are responsible for ensuring that expenditures:

- Are consistent with the approved Projects/Programs and Budgets;
- Comply with Measure A eligible use requirements and County agreement terms; and
- Are supported by appropriate fiscal documentation.

As services are delivered or activities are completed, Direct Funding Recipients submit invoices to the County in accordance with the schedule and format specified in the agreement. Invoices must be accompanied by required performance and expenditure reporting and sufficient documentation to support the costs claimed. The County reviews invoices for compliance before releasing reimbursements.

Direct Funding Recipients are responsible for fiscal oversight of all subrecipients, contractors, and subcontractors funded through LSF, ensuring compliance with Measure A fiscal and reporting requirements is passed downstream.

Reporting

Receipt and use of LSF funding is conditioned on compliance with comprehensive reporting requirements designed to promote transparency, public accountability, and alignment with Measure A goals and target metrics. It's recommended that Direct Funding Recipients use LSF to fund support staff for data needs to ensure reports are in compliance with Measure A reporting requirements.

Direct Funding Recipients must submit quarterly and annual reports to the County in accordance with County-issued templates and timelines. These reports enable the County to compile and publicly report on the use of Measure A funds as mandated by the Ordinance.

At a minimum, reporting requirements include:

- Quarterly performance and expenditure reports documenting progress toward approved activities and spending to date; and
- An annual report, due to the County of Los Angeles by October 1 of each year, summarizing:
 - Amounts expended during the prior fiscal year;
 - The status of funded projects and programs; and
 - Funds carried over from prior years and anticipated to be carried forward.

Consistent with Measure A, annual reports must be made available for public inspection free of charge, including posting on websites for at least five years.

Quarterly and annual reporting under the LSF is designed to align with broader Measure A planning and accountability frameworks, including the County's Responsive Regional Plan. Jurisdictions are expected to demonstrate how funded activities contribute to Measure A goals, Board-adopted metrics, and regional priorities reflected in that plan.

Accountability and Oversight

Measure A explicitly prioritizes "increasing accountability and transparency as to the use of public funds" through a comprehensive oversight framework applicable to all Funding Recipients.

All cities, COGs, and the County on behalf of unincorporated areas that receive or benefit from LSF funding are subject to Measure A requirements, including data sharing, performance evaluation, oversight, audit, and reporting provisions.

Programs that receive or benefit from LSF funds must adhere to these requirements regardless of whether funds are administered directly or through a COG.

Key accountability mechanisms include:

- Alignment with Measure A goals, baseline metrics, and target metrics adopted by the County;
- Compliance with standardized reporting and data-sharing requirements, including participation in County-designated data systems where applicable;
- County review of fiscal and programmatic performance; and
- Annual independent audits.

The County compiles annual reports from all Funding Recipients and submits them to the County Auditor-Controller.

The Auditor-Controller is required to prepare and transmit an annual report to the County Board of Supervisors and the Housing Agency in compliance with Government Code Section 50075.3. Audit reports are made publicly available for at least five years.

Measure A also establishes consequences for sustained underspending. Beginning October 1, 2027, if a city, COG, or the County reports unexpended LSF funds of the 30 percent threshold or more in two consecutive annual reports, the County is required to direct that the excess over 30 percent be remitted back to the LSF. Funds appropriated for permanent affordable housing construction are excluded from this calculation.

If triggered, Measure A directs that remitted funds be used to create an incentive fund via the LSF focused on improving data quality and tracking progress toward Measure A goals. In subsequent years, such funds may be used to incentivize activities and programs that demonstrate measurable progress toward Measure A goals, including for jurisdictions that have prioritized direct, high-impact investments.

LOCAL JURISDICTION ENGAGEMENT AND SUPPORT

5.1 Local Jurisdiction Engagement and Support Overview

The County of Los Angeles has built out a dedicated Municipal Relations team tasked with strengthening engagement, communication, and collaboration across all participating jurisdictions. Engagement with local jurisdictions is a core component of HSH’s Municipal Relations and Local Solutions team. Consistent with this, the Municipal Relations team focuses on crafting moments of intentional engagement with jurisdictions. Through the development of the LSF Annual Planning and Program Guidelines, there was a concerted effort to reinforce a feedback circle for jurisdictions, which is reflected in the guidance document, definitions, allocation sheet, and other accompanying materials. This intentional engagement is also paramount for the LSF to ensure that program guidance, materials, and administrative processes remain clear, transparent, and responsive to the jurisdictional needs of cities, Councils of Governments (COG), and Unincorporated Areas.

5.2 Engagement Activities and Communication Channels

The County’s HSH department implements a standardized, year-round engagement framework designed to promote clear communication, transparency, and accountability across all jurisdictions.

Engagement activities are designed to maintain ongoing dialogue throughout the LSF cycle, reviewing prior-year outcomes, supporting current-year implementation, and preparing for the next cycle, so jurisdictions receive timely guidance and have multiple opportunities to provide feedback.

The County’s objectives include:

- Communicate program updates, timelines, and requirements in a clear and coordinated manner;
- Identify local challenges and technical-assistance needs related to contracting, budgeting, and implementation;
- Gather feedback to improve the clarity, accessibility, and usability of program materials; and
- Support equitable participation among jurisdictions of varying size and administrative capacity.
- Support collaborative partnership and regional alignment toward achieving Measure A goals and target metrics.

To support these goals, the County uses multiple engagement methods throughout each funding cycle, combining live sessions, surveys, written materials, and digital resources to provide consistent guidance and collect actionable feedback.

Local jurisdiction participation in the Local Solutions Fund requires mutual engagement and reciprocal responsiveness from both direct funding recipients and those that benefit from the Local Solutions Fund. Part of that participation and engagement is providing timely information and documents during the annual agreement amendment process, quarterly reporting processes, and the annual reporting process required under Measure A. Since the Local Solutions Fund is governed under Measure A, periodic presentations to boards on LSF-funded activities (e.g., at ECRHA, the County Housing and Homelessness Cluster, Leadership Table on Regional Homelessness Alignment etc.) are required upon request.

Table 7: Local Solutions Fund Engagement Activities and Communication Channels

METHOD	DESCRIPTION / EXAMPLES	FREQUENCY / TIMING
Surveys	Structured questionnaires/ surveys to gather input on LSF topics and activities.	Quarterly and as needed
Information Sessions & Briefings	Countywide meetings following Board adoption of allocations to review guidance updates, submission timelines, and requirements.	Annual-ongoing process
Regional & COG Consultations	Targeted meetings with COGs and member cities to discuss subregional coordination, shared challenges, and County initiatives.	Quarterly, monthly, and as needed
Workgroup Sessions	Meetings with COG, City, and Board office representatives to support LSF guidance document refinement, among other topics.	Annual/as needed
Office Hours & One-on-One Consultations	Individual technical assistance on Project/Programs and Budget preparation, Eligible Uses interpretation, and fiscal reporting.	Quarterly/as needed
Guidance Documents & Reference Materials	Distribution of the Local Solutions Fund - Annual Planning and Program Guidelines, Eligible Uses guidance, allocation sheets, FAQs, etc.	Updated annually
Webpage & Digital Resources	The County’s Local Solutions webpage (homeless.lacounty.gov/local-jurisdictions) hosts current guidance, allocation tables, recordings, and FAQs for transparent, year-round access.	Updated continuously
Videos & Recorded Presentations	Short instructional videos explaining allocation methodology, contracting steps, and reporting requirements.	Updated annually
Email & Process Communications	Regular milestone notices, reminders, and timeline updates to maintain consistent communication throughout the funding cycle.	Ongoing throughout the year

ROLE OF COUNCILS OF GOVERNMENTS

The Local Solutions Fund is administered by the County to support a coordinated regional response to homelessness. That response depends on close collaboration with local jurisdictional partners, including the 88 cities, unincorporated areas within the County’s boundaries, and Councils of Governments (COGs). COGs are Joint Powers Authorities that support subregional cooperative planning, service programming and coordination, and technical assistance on issues of mutual concern that cross jurisdictional lines.

Each COG varies based on its JPA agreement and direction of its member cities. Within the LSF framework, COGs can serve as key regional implementation partners. Along with engaging with the County, COGs can coordinate member jurisdictions, support regional planning and decision-making, oversee and monitor LSF programs, facilitate communication, and promote multi-jurisdictional approaches to support and advance Measure A goals, especially for cities using pooled or regional funding models. For more information about each COG, please visit the respective COG website directly.

5.3 Feedback Loops and Continuous Improvement

Feedback gathered through these engagement activities is used to refine program guidance and enhance the overall implementation process.

The County reviews survey responses, meeting notes, and feedback from local jurisdictions to identify recurring themes and develop actionable improvements.

Typical areas of refinement include:

- Clarifying or consolidating Eligible Uses and Ineligible Uses;
- Revising guidance documents, FAQs, and submission templates to improve usability;
- Enhancing training materials; and
- Adjusting the number and timing of engagement activities based on participant feedback.

The County may also convene short-term, topic-specific workgroups, such as those focused on data integration, encampment response, or housing development partnerships, to obtain targeted input and share best practices across jurisdictions. This coming year, a focus will be on partnering with local jurisdictions about data integration, capacity, and access needs, related to the data requirements within Measure A. Feedback from the FY 2025–26 workgroup will inform updates to this guidance in the next annual cycle to ensure that the County’s engagement model remains responsive, effective, and aligned with Measure A’s goals.

5.4 County Contact Directory

The table below identifies key staff within the County’s Municipal Relations team who support LSF planning, coordination, and implementation, along with their primary areas of responsibility and contact information.

Table 8: County Contact Directory

PRIMARY FOCUS	STAFF, TITLE, EMAIL, PHONE
Leads HSH Municipal Relations Team	Onnié Williams III <i>Manager</i> OWilliams@hsh.lacounty.gov (213) 948-2805
SD 1, 3, & 5 and associated Unincorporated Areas	Marco Santana <i>Principal Analyst</i> MSantana@hsh.lacounty.gov (213) 434-4644
SD 2 & 4 and associated Unincorporated Areas	Clifton Trotter <i>Principal Analyst</i> CTrotter@hsh.lacounty.gov (213) 549-2958
Municipal Support	Camila Vicencio <i>Senior Analyst</i> CVicencio@hsh.lacounty.gov (213) 974-1872

ACKNOWLEDGEMENTS

The LSF is administered by the County of Los Angeles under the authority of Measure A (2024), Los Angeles County's special sales-tax measure dedicated to preventing and ending homelessness.

HSH extends sincere appreciation to the Board of Supervisors, cities, Councils of Governments (COGs), Unincorporated Areas Partners, community partners, Continuums of Care, and County departments that contributed feedback to the LSF planning and implementation process, as well as LeSar Development Consultants for supporting delivery of this guidance document. This guidance document reflects input from ongoing consultations conducted throughout LSF implementation, as well as feedback gathered during three City/COG workgroup sessions held in Fall/Winter 2025 to refine this guidance and improve usability for annual planning, Projects/Programs and Budgets development, and agreement execution.

HSH also thanks the Board office representation, the city and COG representatives and County partners whose continued collaboration supports coordinated, evidence-informed approaches and helps ensure that LSF resources are administered clearly, consistently, and in alignment with Measure A goals across jurisdictions of varying size and capacity to serve people at risk or experiencing homelessness.

GLOSSARY

This Glossary is intended to define key terms used throughout this guidance and does not enumerate or describe specific program models or activities. Jurisdictions should reference Appendix 1 when developing Projects/Programs and Budgets to ensure proposed activities align with eligible uses, applicable requirements, and implementation considerations outlined in this guidance.

Administrative Costs: Reasonable costs necessary to administer and operate approved Projects/Programs, including contract administration and project or program management, that are directly related to implementation and included within the total LSF allocation.

Agreement: A County-administered contract executed between the County of Los Angeles and a Direct Funding Recipient that authorizes the use of LSF resources for an approved fiscal year and incorporates the approved Projects/Programs and Budgets, fiscal requirements, reporting obligations, and Measure A conditions.

Allocation Formula: The Board-adopted methodology used by the County to determine each jurisdiction's annual LSF allocation, based on a weighted combination of a Multi-Year Average Point-in-Time Count and American Community Survey data.

American Community Survey (ACS): An ongoing survey conducted by the U.S. Census Bureau that collects social, economic, housing, and demographic data. For purposes of the LSF allocation formula, ACS data on families with less than \$10,000 in income is used as a proxy measure to account for housing instability not fully captured through the Point-in-Time Count.

Auditor-Controller: The Los Angeles County Auditor-Controller, responsible under Measure A for distributing tax proceeds, compiling reports, preparing annual audits, and transmitting required reports to the Board of Supervisors and the Housing Agency.

Board of Supervisors: The governing body of the County of Los Angeles with authority under Measure A to adopt allocation formulas, metrics, and policies related to the administration and oversight of Measure A funds.

Braiding / Pairing (Funding): The intentional coordination of LSF resources with other eligible funding sources, including LACAHS-administered funds, to support aligned purposes and coordinated outcomes while maintaining separate accounting and compliance requirements for each funding source.

Department of Homeless Services & Housing: The County department responsible for administering Measure A's Comprehensive Homelessness Services funding, including the LSF.

Council of Governments (COG): A Joint Powers Authority formed by multiple jurisdictions to support subregional planning, coordination, and administration. Within the LSF framework, a COG may serve as a Direct Funding Recipient on behalf of its member cities.

Cost-Incurred Reimbursement: A reimbursement method under which LSF expenditures are reimbursed by the County only after eligible costs have been incurred and documented in accordance with the executed agreement.

Direct City Agreement: An agreement in which a city enters directly into a contract with the County to administer its LSF allocation, subject to County approval and based on administrative capacity, allocation size, and other objective criteria.

Direct Council of Government (COG) Agreement: An agreement in which a COG serves as the Direct Funding Recipient for a combined LSF allocation on behalf of its member cities.

Direct Funding Recipient: The entity that enters into an agreement with the County and is legally and fiscally responsible for administering LSF resources, including compliance with Measure A requirements. Direct Funding Recipients may include COGs, eligible cities, or the County on behalf of unincorporated areas.

Eligible Uses: Activities that may be supported with LSF resources when consistent with Measure A purposes, this guidance, and the Eligible Use Groupings described above.

Eligible Use Groupings: The three groupings used in this guidance to organize eligible uses of LSF resources:

- Group 1: Directly eligible uses
- Group 2: Eligible uses when maximizing partnerships with other publicly funded programs
- Group 3: Eligible uses when braided or paired with eligible LACAHSAs funding

Encampments: A location where 5 or more unsheltered individuals, tents, makeshifts, or vehicles reside.

Housing Instability: Conditions associated with a heightened risk of homelessness, including extreme poverty and precarious housing situations, as reflected in proxy measures such as ACS income data.

Ineligible Uses: Activities that are inconsistent with Measure A, this guidance, or applicable law, including punitive or enforcement-oriented activities directed at people experiencing homelessness or low-income populations.

Local Solutions Fund (LSF): A required component of Measure A representing at least 15 percent of Comprehensive Homelessness Services funding, allocated annually to cities, Councils of Governments, and the County on behalf of unincorporated areas for locally designed homelessness and housing solutions.

Los Angeles County Affordable Housing Solutions Agency (LACAHSAs): The County entity responsible for administering Measure A funding dedicated to affordable housing production, preservation, and prevention.

Los Angeles County Development Authority (LACDA): The County entity responsible for administering Measure A funding dedicated to local housing production.

Mainstream Safety Net Programs: Publicly funded programs administered by County, State, or Federal entities that provide health, behavioral health, income, or social services and are referenced in Measure A and this guidance as complementary funding sources.

Measure A: An ongoing half-cent sales tax approved by Los Angeles County voters on November 5, 2024, effective April 1, 2025, that repeals and replaces Measure H and provides a long-term funding framework to prevent homelessness, reduce homelessness, and make housing more affordable in Los Angeles County.

Multi-Year Average Point-in-Time (PIT) Count: An average of the most recent HUD-mandated Point-in-Time Counts used in the LSF allocation formula to reduce year-to-year volatility and support more predictable funding.

People Experiencing Homelessness (PEH): Individuals or families who lack a fixed, regular, and adequate nighttime residence, including those who are sheltered or unsheltered, as defined by HUD.

Point-in-Time (PIT) Count: The annual count required by the U.S. Department of Housing and Urban Development to measure the number of people experiencing homelessness on a single night across jurisdictions.

Projects/Programs and Budgets: The required programmatic and budgetary components of LSF agreements that define approved activities, costs, performance indicators, and implementation timelines for a given fiscal year.

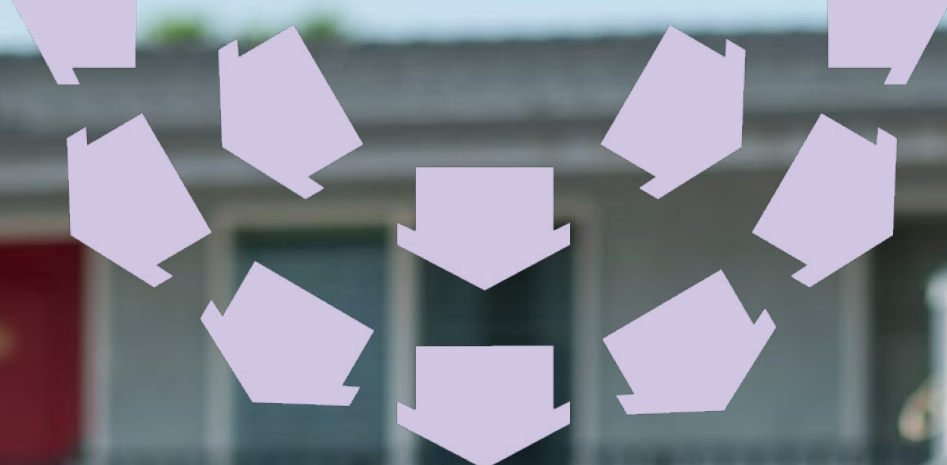
Responsive Regional Plan: The County's planning framework that aligns Measure A investments, performance metrics, and regional priorities across homelessness and housing systems.

Subrecipient: An entity that receives LSF resources from a Direct Funding Recipient to carry out approved Projects/ Programs and is subject to applicable Measure A and agreement requirements.

Supervisorial District: One of the five geographic districts within Los Angeles County used for administrative and implementation purposes, including the administration of LSF allocations for unincorporated areas.

Unincorporated Areas: Areas of Los Angeles County that are not within an incorporated city and for which the County serves as the Direct Funding Recipient for LSF resources.

APPENDICES



APPENDIX 1

DETAILED ELIGIBLE USE EXAMPLES

Group 1: Eligible Uses

- **Permanent Housing for PEH** - Provides safe permanent accommodations and limited services for people who are exiting sheltered or unsheltered homelessness. These are usually market-rate apartments but come in varying typologies (e.g., Single Resident Occupancy, shared housing, tiny homes with in-unit kitchens and bathrooms, modular units, Accessory Dwelling Units, and scattered-site housing). All permanent housing units should be designed to accommodate different household sizes, accessibility needs, and service levels. Permanent housing sites can sometimes serve specific subpopulations of people exiting homelessness, like veterans, depending on the funding source. Eligible uses of LSF funding for permanent housing include:
 - **Construction** - Activities support the costs of building the interior and/or exterior of permanent housing projects for PEH, including the cost of building permits and fees.
 - **Acquisition** - Activities support the costs of building the interior and/or exterior of permanent housing projects for PEH, including the cost of building permits and fees.
 - **Master Leasing** - A type of acquisition that supports multi-year agreements between service providers and owners of multi-unit buildings. These 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.
 - **Conversion** - Activities support the costs associated with changing or adapting the use of residential or commercial property to provide permanent housing to PEH and/or those at risk of experiencing homelessness. This can include costs associated with legal, regulatory, feasibility, financing, and structural actions needed to complete the conversion.
 - **Operating Subsidies** - Support the ongoing costs of operating a permanent housing site for PEH, to make the site more affordable to the tenant. They help cover the costs like administration, insurance, utilities, maintenance, and security and are often layered with other forms of financial assistance to maximize affordability for the tenant. This can also support the costs associated with fiscal agent and property manager vendors to appropriately track invoices, accounts receivable/payable, maintenance and work orders, occupancy/vacancy of units, proof of property ownership, data and technology tools, and consulting for infrastructure development.
 - **Flexible Rental Subsidies** - Include various forms of financial assistance to make rent more affordable for people experiencing homelessness, with the goal of ensuring they have access to market-rate housing. At the federal level, housing subsidies include the Housing Choice Voucher Program (HCVP) and Veterans Affairs Supportive Housing (VASH), which are issued and administered by local Public Housing Authorities. In Los Angeles County, locally funded housing subsidies include:

- ~ **Time-Limited Subsidies (TLS)** - Temporary tenant-based rental assistance (typically 3–24 months) that help households secure and stabilize in housing. Support often includes rent payments, case management, and housing navigation. This includes programming such as Rapid Rehousing, as well as shallow subsidies to reduce rent burden for low-income households.
- ~ **Rapid-Rehousing Subsidies (RRH)** - Are a form of TLS that provides up to two years of progressive financial assistance to help households quickly exit homelessness and achieve stable housing. In some cases, financial assistance begins to taper off as the household gains employment or other income supports.
- ~ **Shallow Subsidies** - Are a form of TLS that provides financial assistance for 35-40% of a household's monthly rent for a period of up to five years, as well as limited case management and housing-focused supportive services. It is designed to assist households who have successfully completed TLS or prevention programs but cannot maintain their housing stability without a small amount of assistance due to the high cost of rent.
- **Interim Housing for PEH** - Provides safe temporary accommodations and services for people who otherwise have nowhere to spend the night. These may be congregate or non-congregate settings, and come in varying typologies (e.g., congregate buildings, multi-family units with shared living spaces, hotels/motels, tiny homes with shared kitchens and bathrooms, sprung structures, transitional housing, and safe parking sites). Some interim housing sites serve specific sub-populations (e.g., veterans, gender-specific, domestic violence victims, people with substance use disorder and/or mental illness, etc.). Eligible uses of LSF funding for ensuring a stable supply of Interim/Bridge housing includes:
 - **Construction** – Activities support the costs of building the interior and/or exterior of interim housing projects for PEH, including the cost of building permits and fees.
 - **Acquisition** – Activities support the costs of building the interior and/or exterior of interim housing projects for PEH, including the cost of building permits and fees.
 - **Conversion** – Supports the costs associated with changing or adapting the use of residential or commercial property to provide interim housing to PEH. This can include costs associated with legal, regulatory, feasibility, financing, and structural actions needed to complete the conversion.
 - **Capital Investments** - Support the one-time improvement of interim housing assets that are expected to be used for an extended period to meet the housing needs of PEH. These long-term investments include the purchase of land and/or buildings, construction/renovation costs, durable equipment, and financing costs.
 - **Operating Subsidies** - Support the ongoing costs of operating an interim housing site for PEH, to make the site more affordable to the provider. They help cover the costs like administration, insurance, utilities, maintenance, and security and are often layered with other forms of financial assistance to minimize costs to the interim housing provider.
 - **Motel Vouchers** - Provide free, or reduced rate, motel stays to PEH to cover the cost of staying in a hotel or motel for a short period, usually a few days to a week. Motel vouchers are often used as a temporary safety net during difficult times like extreme weather or when someone is fleeing intimate partner violence.
 - **Beds** – Temporary housing interventions designed to provide short-term accommodations and support for individuals and families experiencing homelessness.
- **Expedited Placements in Permanent Housing for PEH** - Includes a group of activities that increase the likelihood of successful exits from homelessness through quick reconnection permanent housing, which includes:

- **Move-In Assistance** - Includes a group of activities that increase the likelihood of successful exits from homelessness through quick reconnection permanent housing, which includes:
 - ~ The cost of application fees, security deposits, household furniture and supplies, utility setup, and moving costs for PEH transitioning into permanent housing.
- **Landlord Supports** - Include activities that attract, retain, and support a deep network of landlords with an inventory of units willing to partner with the homeless services system to house PEH. This includes:
 - ~ **Landlord Engagement** - Direct outreach and relationship-building efforts to recruit and retain landlords in housing programs. Support can include education, mediation, and technical assistance.
 - ~ **Holding Fees** - Financial incentives that compensate landlords for reserving units while tenants complete the leasing process, reducing vacancy loss and increasing access for homelessness assistance programs.
 - ~ **Mitigation Funds** - Risk-reduction funding that reimburses landlords for damages, unpaid rent, or excessive turnover costs, making rental programs more attractive to property owners.
 - ~ **Landlord Incentives** - Financial and non-financial benefits, such as leasing incentive payments, expedited inspections, and dedicated landlord support to encourage participation in rental assistance programs.
- **Problem Solving** - Is a flexible, client-driven approach to resolving housing crises that diverts participants from homeless services and programs. Problem Solving can include one-time flexible financial assistance, mediation, resource navigation, and negotiation to help individuals secure or maintain immediate, sustainable housing. Problem Solving investments can include investments in training, staffing and/or flexible financial assistance operated independently or through Countywide programs.
- **Reunification** - Includes support for consensual reconnection of individuals with family or social networks who have agreed to provide stable housing. Assistance can include mediation, travel costs, and short-term financial help to ensure sustainability.
- **Employment Services for PEH** - Includes activities related to job training, resume assistance, career counseling, and connections to employers specifically tailored to help people experiencing homelessness receive and remain gainfully employed. This can include:
 - **Support for the Regional Initiative for Social Enterprises (LA-RISE)** - Which unite local and County workforce development systems with employment social enterprises to assist people experiencing homelessness with employment.
 - **Subsidized Employment** - Includes financial support for an employer to cover part or all of a worker's wages if hiring individuals experiencing homelessness.
- **Enhanced Services for TAY and Children** - Includes specialized support programs designed to help young people in foster care, juvenile justice, or facing homelessness have safe place to be and can transition successfully into adulthood. These services address housing, employment, education, and mental health needs to help young people achieve stability and may include housing and shelter support, employment and education assistance, mental health and wellness services, food and basic needs support, case management and life skills development, and crisis and drop-in centers. Note, there are opportunities to partner with the County's Department of Youth Development (DYD).

Group 2: Eligible Uses Through Maximizing Partnerships with Local, State, or Federally Funded Organizations

- **Enhanced Emergency & Interim Housing**
 - Refers to any interim housing program that is integrated with targeted/enhanced supports for households with specific needs. This may include on-site clinical support for medical and behavioral health issues, substance abuse recovery programming for those engaged in treatment, or domestic violence support for individuals fleeing with or without children. This also includes enriched residential care facilities for people experiencing or at high risk of experiencing homelessness who require 24/7 care and supervision in a licensed setting.
- **Mental Health Services** - Include assessment, outpatient therapy/counseling services, psychiatric care/medication management, crisis intervention/emergency response, and case management. The focus of these services is to reduce symptoms and increase independent functioning to promote housing retention and treatment compliance, specifically tailored to people experiencing homelessness with mental health challenges. Note that individuals diagnosed with Serious Mental Illness (SMI) are eligible for all of these services through the County's Department of Mental Health and its contracted agencies. Those not diagnosed with SMI are eligible for some mental health services through their Medi-Cal provider.
- **Substance Use Services** - Include an array of services specifically tailored to people experiencing homelessness living with substance use disorder. Note that individuals with substance use disorder are eligible for many of these services through the County's Substance Abuse Prevention and Control (SAPC) program and its 150 contracted agencies. These services include:
 - **Outpatient Care & Residential Treatment**
 - Provides assessment, therapy/counseling services, case management, crisis intervention, peer services, and connections to recovery housing and long-term recovery programs. Outpatient care does not require an overnight stay whereas residential treatment is offered in a short-term living environment and provides 24-hour care and support.
 - **Medication Assisted Treatment (MAT)** - Programs facilitate the use of medication to reduce harm caused by opioid and alcohol use. When prescribed by a doctor, these medications (e.g., methadone, buprenorphine, naloxone, and disulfiram) can reduce cravings and minimize withdrawal symptoms.
 - **Withdrawal Management (Detox)** - Includes the medical and psychological care of people experiencing withdrawal symptoms as a result of stopping or reducing use of a drug they are dependent on. Services are offered for a short period and may be provided in the community setting or in settings with 24-hour care depending on the severity.
 - **Harm Reduction** - Activities are evidence-based strategies such as syringe exchange, overdose prevention, and safer-use supplies to reduce health risks for individuals experiencing homelessness who use substances while providing pathways to care.
- **Case Management Services** - Include dedicated trained trauma informed staff providing personalized housing-focused support, resources, and advocacy to/for individuals experiencing homelessness, including assisting with collecting documentation and accessing housing, employment, and public benefits:
 - **Domestic Violence Case Management Services** - Typically include legal aid and counseling services to help survivors escape dangerous situations and rebuild stable lives. These services recognize that domestic violence is a leading cause of homelessness, especially for women and children. Services can include personalized safety planning, assistance obtaining protective orders, help with restraining orders, child custody, and divorce proceedings; advocacy in housing rights, ensuring survivors are not penalized

for breaking a lease to escape abuse; helping secure employment, childcare, and education, trauma-informed counseling and mental health services, connection to public benefits; and help with credit repair, budgeting, and financial planning. Domestic violence case management services can be paired with interim housing and permanent housing assistance to get survivors safely rehoused.

- **Case Management Services for Permanent Supportive Housing** - Include a wide array of housing-focused supportive services for people exiting homelessness into permanent housing. These services include:

- ~ **Housing Navigation** - Is a key component of case management services and includes assisting individuals experiencing homelessness with finding and securing safe and stable housing. Housing Navigation providers focus on building relationships with landlords, helping clients gather the necessary documents to complete rental applications, and coordinating the application process through successful move in. Note that housing navigation services are a Medi-Cal eligible support under California Advancing and Innovating Medi-Cal (CalAIM).

- ~ **Intensive Case Management Services (ICMS)** - Is a service provided to households enrolled in Permanent Supportive Housing, which is an evidence-based practice that combines a long-term subsidy with services that ensure housing stability for people with complex needs. ICMS services often start with crisis intervention and referrals to mental and physical healthcare services, then transition to stability-focused services like community building, eviction prevention, tenancy supports, connection to disability benefits, assistance with life skills, financial literacy, animal care skills, job skills, and helping residents access volunteer, educational, and vocational opportunities. LA County manages the locally funded ICMS program through a contracted network of ICMS providers.

LSF ELIGIBLE USE – GROUP 2 EXAMPLE

A city uses LSF funds to support the cost of enhanced interim housing beds for vulnerable older adults who have become homeless in their jurisdiction. To maximize impact, the city partners with the County’s Multi-Disciplinary Teams (MDT) to connect older adults to those beds and refer participants to the County’s CBEST program to connect them to local, state, and federal benefits and permanent housing opportunities. This partnership helps the city bring more people inside by connecting people to the benefits they need.

- **Case Management Services to Rehouse People Impacted by the Criminal Legal System** - Includes a suite of activities that seek to improve the health and wellbeing of justice-involved individuals by providing care management and services navigation. Community health workers with lived experience of justice system involvement support individuals by determining their needs and making connections to relevant organizations and services. Note that Reentry Intensive Case Management Services (RICMS) are delivered through LA County’s Justice Care and Opportunities Department (JCOD) and its contracted network of providers.
- **Outreach Services** - Includes dedicated trained trauma informed staff providing street based personalized housing-focused support, resources, and advocacy to/for individuals experiencing street homelessness, including assisting with collecting documentation and accessing housing, employment, and public benefits. Note that LA County, local jurisdictions, and the four Continuum’s of Care already leverage local, state, and federal funding to provide a large network of homeless service providers and outreach teams capable of delivering these services, which include:

- **Outreach Generalist** - includes experience staff providing direct, client-facing, field-based support to individuals or community groups experiencing homelessness. Works with multidisciplinary and street-based outreach teams, engaging unhoused or housing-insecure clients, gathering and documenting housing, social, health, or service-related information. Provides information and assistance related to housing navigation, coordinated entry, benefits access, or supportive services.
- **Multi-Disciplinary Teams (MDT)** - Are street-based, mobile teams that provide direct engagement and trust-building, provide health and behavioral health service connections, assist with document readiness and housing navigation, and provide case management to individuals living in encampments or other unsheltered locations. Note the County funds and manages a network of MDTs in every Service Planning Area (SPA) in partnership with contracted providers.
- **Renter Protection and Homelessness Prevention**
 - Eligible uses include:
 - ~ Marketing, Assessment, Eligibility, and Referral;
 - ~ Legal Services and Renter Education;
 - ~ Emergency Rental and Flexible Financial Assistance;
 - ~ Temporary Rental Assistance; and
 - ~ Short-Term Income Support.
 - **Planning and Technical Assistance** - Related to Affordable Housing and Land Use includes but is not limited to, supporting innovative solutions to reduce barriers to affordable housing and to accelerate its production and preservation.
 - For more detailed definitions, please refer to [LCAHSA's agendas and documents page](#).

Group 3: Eligible Uses When Braided with LCAHSA Funding

- **Production, Preservation, and Ownership (PPO):**
 - The material and labor costs of building the interior and/or exterior of affordable housing projects, including the cost of building permits and fees.
 - The costs associated with the acquisition, rehabilitation, and maintenance of affordable and public housing stock to keep it habitable, safe, and affordable. It also includes efforts to extend and enforce affordability restrictions, providing financial assistance for property owners to incentivize affordability, and supporting community land trusts and non-profit ownership models.
 - Additional uses are also articulated in the Housing Agency's Transitional Guidelines.

LSF ELIGIBLE USE – GROUP 3 EXAMPLE

As a part of implementing LCAHSA's Renter Protection and Homelessness Prevention (RPHP) program, a COG provides temporary rental assistance. LCAHSA's Transitional Guidelines limits the temporary rental assistance to at most six months. The client needs another two months to resolve their housing instability. The COG elects to use LSF resources to provide rental assistance for two additional months to stabilize the client.

APPENDIX 2

LOCAL SOLUTIONS FUND

PROGRAM INVESTMENT OPTIONS

The Department of Homeless Services and Housing (HSH) recognizes that executing specialized sub-agreements can be a significant administrative challenge for many local jurisdictions. To streamline this process and accelerate service delivery, jurisdictions may choose to invest Local Solutions Fund (LSF) dollars directly into HSH's established service portfolio.

The department of Homeless Services and Housing (HSH) provides housing and services to people experiencing or at-risk of homelessness by using a flexible approach aimed at meeting individual needs. HSH operates a full continuum of services, from street outreach to permanent housing, with case management, benefits advocacy, and clinical services integrated into all programming. HSH is well-positioned to leverage a broad range of health and human services across other County departments. In addition to the nimble contracts that can be scaled up, HSH also provides connections to income support and other services through the Department of Public and Social Services, substance use services through the Department of Public Health, and specialty mental health services through the Department of Mental Health. These departments—and others—play a vital role across our service continuum by providing essential linkages and access to a wide array of support for people served through HSH. Additionally, HSH leverages CalAIM's "housing trio", other Community Supports and is pursuing Enhanced Care Management (ECM) to secure Medi-Cal funding. While CalAIM billing does not fully cover the cost of services, HSH actively submits authorizations and claims for reimbursement through CalAIM for eligible services, allowing for expanded service capacity once claims have been fully reconciled.

In addition to services the HSH provides across the region, Local jurisdictions can choose to invest funding from the Local Solutions Fund in HSH to add localized housing and service options for their prioritized populations. By partnering with HSH, local jurisdictions can benefit significantly from a unified, accountable, and health-informed approach to addressing homelessness at scale. HSH has a proven record of exemplary contract management and centralized administrative expertise that reduces duplication and strong oversight. HSH streamlines procurement, performance monitoring, and compliance allowing local jurisdictions to focus on outcomes rather than administrative burden. HSH's contract structures also allow for nimble scale up opportunities, enabling jurisdictions to rapidly expand effective programs in response to local emerging needs and funding availability. The flexibility is particularly valuable when a jurisdiction has a pilot program that shows success and can be part of the broader system through HSH's portfolio or when expansion is desired. HSH can help local jurisdictions leverage economies of scale, access braided funded sources and align housing, health and supportive services under a successful operational framework. And, lastly, partnership with HSH supports transparency and accountability through available data, including standardized performance metrics, systemwide analysis and continuous quality improvement which all woven through HSH's programs.

HSH housing and service options include:

Street-based Outreach and Engagement

HSH partners with community providers across LA County to deliver street outreach to people experiencing unsheltered homelessness with complex needs. Multi-Disciplinary Teams (MDTs) are comprised of clinicians assisting with physical health, mental health, and substance use, as well as case managers and staff with lived experience. The teams build relationships with people experiencing unsheltered homelessness to quickly and compassionately bring them indoors. MDTs partner with cities, LA County departments, LAHSA, Metro, and other stakeholders to conduct street outreach and to support encampment resolutions.

Interim Housing

Interim housing provides people experiencing homelessness with a safe indoor environment to sleep, receive services, and connect to permanent housing resources. HSH specializes in providing interim housing for individuals with complex medical and behavioral health conditions. HSH's program currently offers three types of interim housing: 1) stabilization housing for people with complex health and/or behavioral health conditions who require supportive services not available in most shelters; 2) recuperative care for individuals who are recovering from an acute illness or injury or need stable housing with medical oversight; and 3) Safe Landings triage beds with clinical staff onsite 24/7 to rapidly triage participants into other interim settings.

Case Management Services

The Case Management Services (CMS) program provides comprehensive, wraparound case management support to individuals experiencing homelessness, including housing navigation and housing retention services. CMS providers employ a "whatever it takes" approach, offering personalized services such as housing location assistance, landlord negotiations, and eviction prevention. They also facilitate connections to health, mental health, and substance use disorder services, benefits assistance, and support for life skills, employment, and education to promote housing stability and overall well-being.

Flexible Housing Subsidy Pool

The Flexible Housing Subsidy Pool (FHSP) is a fiscal and contractual tool that enables HSH and its partners to combine various revenue sources to create housing options and fund local rent subsidies. The Flex Pool is administered by HSH's contracted partner Brilliant Corners, who works with property owners and housing developers to secure housing units. Housing units secured may be both project-based, representing an entire building or portion of a building, or individual tenant-based units in private apartment buildings. The Flex Pool allows HSH to respond quickly and nimbly to the needs of vulnerable people experiencing homelessness.

Average Annual Costs (including HSH programmatic oversight and administrative costs)

Annual costs for the Flexible Housing Subsidy Pool are a package of three key components of the program: the monthly rental assistance subsidy, the monthly Property Related Tenancy Supports (PRTS) that support property owners and tenants to successfully participate in the program, and one-time move-in costs including housing deposit, utility set up, appliances, and furniture.

Homelessness Prevention Unit (HPU)

The Homelessness Prevention Unit (HPU) is an innovative, targeted homelessness prevention program piloted by LA County that proactively identifies and outreaches to Single Adults and Families across the County who are at high risk of homelessness according to predictive models. Unlike typical prevention programs that require individuals to self-identify as at-risk of homelessness, HPU recognizes that many people may not know how to seek help and miss opportunities for early intervention. The HPU's intervention includes flexible Financial Assistance, linkages to supportive services (connections to employment, mental health services, legal services, etc.) and responsive, tailored case management. The HPU has served over 1700 households since July of 2021 with over 90% of its clients retaining their permanent housing at time of program exit. The HPU anticipates scaling to include Transition Age Youth (TAY) in its service population in 2026.

APPENDIX 3

FAQS

This FAQ addresses common questions about Measure A and the Local Solutions Fund.

Overview of Measure A

1. What is Measure A?

Measure A, which will repeal and replace Measure H as of April 1, 2025, is an ongoing half-cent sales tax approved by voters on November 5, 2024. Measure A will enable continued progress on addressing homelessness with housing and services while expanding funding to address the main drivers of homelessness through affordable housing construction and preservation, homelessness prevention, and support for vulnerable renters. Unlike Measure H, the ballot language specifically prescribes the distribution of funding to the County of Los Angeles, the Los Angeles County Development Authority, and the Housing Agency to achieve its goals.

2. How does Measure A differ from Measure H?

In addition to replacing Measure H's quarter-cent sales tax with a half-cent tax, Measure A sustains existing critical services previously funded by Measure H while enhancing funding for local solutions to address structural budget gaps, support innovative solutions, and adapt to evolving community needs. It emphasizes oversight and accountability with annual independent audits and a Universal Data and Accountability Plan to track progress. Goals include reducing unsheltered homelessness by moving more people from encampments into permanent housing, reducing the number of people with mental illness and/or substance use disorders who experience homelessness, increasing the number of people permanently leaving homelessness, preventing people from falling into homelessness, and increasing the number of affordable housing units in Los Angeles County.

Local Solutions Fund

3. What is the Local Solutions Fund?

The Local Solutions Fund (LSF) is an allocation of Measure A funding to Los Angeles County's 88 cities, six Councils of Government (COGs), and to the County on behalf of over 120 unincorporated areas, to fund programs consistent with the purposes enumerated in paragraph C of Measure A, or for purposes enumerated in Government Code Section 64700 et seq. (L.A. County Affordable Housing Solutions Agency). Jurisdictions that receive, use, or participate in programs funded by the Measure A LSF through an agreement with the County or via a COG – must adhere to Measure A's conditions, including demonstrating progress toward meeting its goals and target metrics and incorporating best practices for standardization of care.

4. How much funding does the LSF provide?

As of February 2026, FY 26-27, the LSF is projected to distribute \$96,967,000 annually, which, per Measure A's requirement, represent at least 15% of the Comprehensive Homelessness Services funding. The amount is subject to change based on updated revenue projections.

5. Which jurisdictions are eligible for the LSF?

All 88 cities in Los Angeles County, COGs, and/or the County on behalf of its unincorporated areas are eligible to receive or benefit from the LSF funds. Funds allocated for the LSF will be distributed to the County for disbursement to cities and/or COGs within the County. Cities, COGs, and the County that receive or benefit from LSF allocations – whether directly from the County or via a COG – must adhere to Measure A's requirements and conditions, including but not limited to its reporting, data sharing, evaluation, oversight, and audit requirements. Funding Recipients retain the autonomy to refuse funding under Measure A to avoid any unwelcome conditions on that funding.

6. What is the LSF formula?

On March 25th, the Board of Supervisors adopted an LSF formula based on the County's research and evaluation of viable measures of people experiencing homelessness and input from local jurisdictions.

The LSF formula is:

- 90% from a Multi-Year Average PIT Count (averaging the last two years and updating to a three-year average in future years); and
- 10% from ACS Data

This balanced formula allocates funding primarily based on a multi-year average of the most recent PIT Counts, as requested by all stakeholders who participated in the stakeholder engagement process. This approach directs a majority of funding to the cities, COGs, and unincorporated areas with the largest PIT Counts while providing funding that acknowledges the deep family impoverishment that drives housing insecurity and doubled-up student homelessness across all cities in the County.

7. How is equity embedded in the formula?

Equity was explicitly considered in evaluating the impact of different measures and the influence of the formula option.

- Using Multi-Year Average PIT Counts provides stable funding for jurisdictions with sustained high levels of homelessness.
- Incorporating the ACS proxy accounts for deep family impoverishment and a proxy for doubled-up households, addressing gaps in HUD's definition that disproportionately impact families and undercount hidden homelessness.

8. Was there ever a consideration to analyze or include each of the cities' sales tax contributions as one of the LSF measures? If not, why?

Measure A explicitly states that the LSF should be allocated based on “a formula based on the point-in-time count required by the United States Department of Housing and Urban Development and/or similar measures of people experiencing homelessness.” Sales tax revenue is not a measure of homelessness, nor does it align with the intent of Measure A.

Sales tax is a consumer tax imposed on the sale of goods and services. While it can indicate economic activity in a city — reflecting where residents, visitors, and businesses spend money — it does not measure homelessness or housing instability.

Measure A was passed by LA County voters with a clear intent: to direct LSF funding based on people experiencing homelessness, not economic activity or taxable sales. Allocating LSF based on sales tax contributions would contradict both the law and the fundamental goals of addressing homelessness.

Implementation and Accountability

9. How will funds be distributed and disbursed?

The County will enter into agreements with Direct Local Jurisdiction Funding Recipients (i.e. cities with the highest allocations and capacity to administer programs; cities without a COG or COG participation; or COGs on behalf of remaining cities). The County will administer programming on behalf of the Board for its unincorporated areas. COGs have the flexibility to decide how to administer their share of the LSF allocation with the remaining member cities, as long as it complies with Measure A, including the required metrics and regional plan adopted by the County Board. Additionally, all recipients must follow any oversight, accountability, and monitoring requirements in the LSF agreements and pass down such provisions as required by Measure A to all sub-recipients, contractors, and subcontractors. All sub-recipient, contractor, and subcontractor agreements must be provided to the County of Los Angeles.

10. What programs can LSF funds support?

Programs funded by Measure A should contribute to the goals stated in paragraph A of section 4 by demonstrating progress from the baseline metrics toward target metrics. Services funded should complement and create connections to mainstream safety net programs supported by other funds from the County, state, and federal governments, including connections to medical and mental health care supported by state and federal programs as well as other entitlement programs.

11. How is accountability ensured for LSF funds?

All distributions of funds under Measure A are conditioned on the Funding Recipient accepting the Measure A conditions. The Measure's definition of "Funding Recipient" explicitly includes cities and councils of government as well as any public agency or city that receives funding from Measure A. Measure A funds will have enhanced oversight, monitoring, and reporting to ensure that funding recipients, including the County, COGs, and cities, properly enforce and follow these requirements.