HSH FY 2027-28 Measure A Spending Plan Q&A

This document contains responses to questions HSH has received throughout our community engagement process. If you have a question about the Spending Plan that is not addressed here, you can submit it via our public comment portal here.

I. FUNDING, ALLOCATION & FINANCIAL SUSTAINABILITY

1. **What is HSH's mission, vision, and role in housing overall? Will HSH direct where funds go, or will they determine specific placements?**

   HSH's mission is to lead a unified countywide response to homelessness that combines housing, health, and social services. In collaboration with our partners, we deliver a variety of innovative programs and initiatives to prevent and end homelessness, including connecting people to interim and permanent housing, supporting clients with benefits assistance, providing wraparound clinical services, employing targeted homelessness prevention, and overseeing encampment outreach efforts.

   Housing is the largest component of what we fund, but we are certainly not the only funder of housing in LA County, nor do we direct where all housing funds go. For the LA CoC, if the October votes of the general membership is accepted by the District Judge, then HSH will play a pivotal role securing future federal funding for housing, tracking the delivery of housing-related services, and helping organize the Coordinated Entry System placements into housing – which we will do alongside our partner cities and unincorporated areas.

2. **How does HSH plan for funding sources that fluctuate in amount or are not guaranteed, such as the Homeless Housing, Assistance and Prevention (HHAP) grant funding from the state?**

   HSH considers the reliability and duration of each funding source, as well as any restrictions and anticipated availability, when developing the annual budget and spending recommendations.

   One way we plan for potential shifts in funding availability is by programming one-time funding over a period of two or more years when possible. Programming funding over a longer period increases the likelihood that additional one-time funding will become available before existing funding ends. This approach most often applies to State funding sources, such as HHAP.

   Another way we proactively plan for fluctuation in funding sources is by tracking potential "funding cliffs" – anticipated dates we may lose access to a given funding source – to think through how to minimize disruptions to services before they happen. If

we do experience a funding gap, we prioritize it whenever new funding becomes available.

3. **How is Measure A funding distributed to the County's local jurisdictions?**

   There is not one formula for all homelessness funding. Each funding source has its own statutory, regulatory, and Board-adopted requirements and allocation methodology.

   For the **Local Solutions Fund (LSF)**, the allocation formula is designed to reflect both the level of HUD-defined homelessness and broader economic instability among family households:

   - 90% is based on a three-year rolling average of the Point-in-Time (PIT) Count, rather than a single year, to provide greater stability and account for year-to-year fluctuations.
   - 10% is based on the five-year American Community Survey (ACS) average of families with annual incomes below $10,000, helping capture deep poverty and housing instability that may not be reflected in the PIT Count.

   LSF resources are allocated to cities, Councils of Governments (COGs), and the County's unincorporated areas. COGs provide a regional structure for coordinating investments across multiple cities where homelessness and housing needs cross jurisdictional boundaries.

   HSH administers the LSF, provides guidance and technical assistance, and oversees compliance, but does not determine how individual cities or COGs use their allocations. Cities and COGs determine their local investments within Measure A requirements.

   Other Measure A resources are allocated through different formulas or mechanisms to entities including HSH, LACAHSA, LACDA, and the Auditor-Controller, so the LSF formula should not be assumed to apply to all Measure A funding.

   For further information, see the attached resources:

   - 1203449_LSFGuidance2026.27.pdf
   - Local Jurisdictions - LA County Homeless Services & Housing

4. **How is HSH using other County departments and funding sources in addition to Measure A?**

   Measure A is one component of a much broader network of local, state, and federal funding sources that comprise our homeless response system.

   Our overall funding landscape includes more than $4 billion in federal, state, County-generated, and other resources supporting programs serving people experiencing or at risk of homelessness (for more information, check out ***slide 6*** of our August Knowledge Building presentation). Those resources are administered by HSH and other entities, such as County departments, local jurisdictions, federal and state agencies, and others.

HSH tracks this broader landscape to identify opportunities to *leverage* other resources and to use Measure A strategically. However, it is important to note that we do not control all these funding sources or the decisions made by the entities that administer them.

5. **What else is included in the approximately $4 billion in County homelessness resources? Does it include CalFresh, welfare, Realignment, Medi-Cal, etc.?**

   The $4 billion figure is our best estimate of the full range of existing funding for programs that serve people experiencing or at risk of homelessness across Los Angeles County.

   The figure draws from many data sources and slightly different points in time. It includes federal, state, County-generated, and other governmental resources.

   Examples include:

   - *Housing Choice Vouchers*
   - *Continuum of Care funding*
   - *TANF/CalWORKs resources serving homeless families*
   - *Realignment*
   - *Medi-Cal Managed Care*
   - *HHAP*
   - *Encampment Resolution Grants*
   - *Behavioral Health Bridge Housing*
   - *CalAIM-related resources*
   - *and other funding*

   Many of these resources have restrictions attached, such as which populations, services, programs they support. Lastly, it's important to note that this figure is not all-encompassing and does not represent the entire County social safety net available to residents, nor all state and federal resources that cities, housing authorities, providers, and other organizations receive directly.

6. **How is HSH balancing limited resources among all its program areas, including outreach, interim housing, permanent housing, supportive services, and housing retention?**

   Our region's homelessness response is an interconnected system. We cannot make funding decisions based on one program area in isolation.

   HSH considers the following factors as we develop our funding recommendations:

   - demonstrated community need
   - program performance and outcomes
   - available resources

- funding restrictions
- existing contractual and service commitments
- equity and disproportionate impacts
- the cost of maintaining existing services
- the availability of other funding sources
- long-term fiscal sustainability

The FY 2027–28 scenario presented in the September Community Input Sessions (see slide 23-24) reflects potential increases or maintenance of funding in some areas, particularly permanent housing and stabilization, alongside potential service-level reductions in other areas.

Those allocations were proposed scenarios for community feedback and do not reflect final decisions.

The purpose of the September engagement was to hear what resources the community believes should be prioritized, redesigned, or consolidated, given our financial constraints.

7. **Why is there more funding for interim housing than permanent housing in the FY 2026-27 Measure A Spending Plan? How does HSH determine the appropriate balance?**

   The FY 2026-2027 Measure A Spending Plan reflects the size and cost of maintaining service levels for the existing homelessness response, with approximately 37% of resources funding interim housing and approximately 30% funding permanent housing.

   The appropriate balance of funding among programs and housing resources is not fixed. It must account for the number of people experiencing homelessness, the existing inventory of interim and permanent housing, the cost of operating that inventory, housing placement capacity, housing retention, and the availability of other resources.

8. **How much Measure A funding will go toward maintaining and improving Permanent Supportive Housing (PSH), housing retention, and Intensive Case Management Services (ICMS)?**

   Permanent Supportive Housing, resources that help keep people stably housed, and ICMS are all critical components of our homeless response system. HSH is engaged in a period of public feedback until November 20, 2026, which will inform how much funding to allocate toward Permanent Supportive Housing.

   PSH includes an array of expenses, such as ongoing rental subsidies and supportive services such as intensive case management. These expenses, coupled with declining or ending funding sources, place increased pressure on Measure A.

   As a result, HSH is evaluating how Measure A can sustain critical permanent housing and retention services while balancing other homelessness response needs. The draft and final Spending Plans will include the specific allocation for PSH and associated services.

9. **How is homelessness funding distributed geographically and by Service Planning Area (SPA)/provider?**

Homelessness resources are not distributed using a single Countywide SPA allocation formula**.** The geographic distribution *depends on the funding source, program, and entity administering the resource.*

For resources administered by HSH, geographic planning considers *where people experiencing homelessness are located, population needs, program capacity, performance, and available resources***.** HSH uses SPA-level and other geographic data to understand where outreach, interim housing, permanent housing, prevention, and supportive services are available and where there may be gaps.

Importantly, SPA boundaries do not always align with how programs or funding are geographically organized**.** Some outreach and specialized teams serve multiple SPAs, while cities or COGs may fund activities that span multiple SPAs. Provider capacity is similarly determined by the population and geographic area a program serves.

10. Where do Transition-Age Youth funds and Access Centers fall in the budget?

Funding specific to Transition-Age Youth is included in line-item breakdown under Permanent Housing and Interim Housing. HSH prioritized ensuring that service levels would be maintained in these areas.

While Measure A did not absorb costs of Access Centers which had been funded by other sources in FY25-26, the spending plan continues funding for Family Solutions Centers

11. **What specifically is in the Coordination bucket? Who is doing the service? Will you be prioritizing other SPAs for resources over ours?**

Coordination is what it sounds like: the staff and structures used to coordinate the strategies, resources, policies, tools, and governance structures that shape every aspect of the homeless response system. It also includes SPA-level coordination, community liaisons, lived experience engagement, and faith-based coordinators.

12. **Is there a firm commitment to shielding emergency interventions and interim bed capacity within that $705 million so our community's immediate safety net remains intact?**

HSH makes recommendations to the Board of Supervisors, who ultimately decide the Measure A budget. As HSH continues to navigate structural budget constraints, we are committed to making recommendations that minimize any negative impacts of our recommendations on interim and permanent housing interventions.

13. **If IH is reduced/eliminated, would those clients be moved directly to PH? What would happen to those clients that would have previously been directed to IH?**

HSH is making every effort to avoid reductions in interim housing. If any reductions occur, clients will be provided alternative options in temporary or permanent settings to avoid returns to homelessness.

14. How much funding is used for older adults?

In response to this feedback, HSH has begun breaking out funding for existing interim housing restricted to older adults, as well as permanent housing for older adults and disabled individuals. While this funding is dedicated towards these populations, older adults make up a large share of participants in interim and permanent housing without this restriction.

15. Will there be funds to make sure our front-line staff are paid equitably for the cost of living?

All proposed allocations for contracted services include estimated provider cost-of-living adjustments (COLA's) in accordance with the Measure A Labor Council recommendations. These recommendations are pending Board approval.

16. Is the projected budget constraint directly related to the IH rate increases to providers last year? [QUESTION]

The ongoing Measure A budget constraint is driven by the fact that too many ongoing costs are rising and are financed on short-term or shrinking revenue sources – which puts pressure on Measure A. The FY26-27 Measure A spending plan already assumes interim housing at their current rates, so this is not a new cost in FY27-28, but it is an ongoing cost that must be covered.

17. Why does the Auditor-Controller receive Measure A funding, and what is it used for?

Under Los Angeles County Measure A, the Auditor-Controller is legally required to manage the half-cent sales tax revenue to: Revenue Collection & Deposit, Special Fund Accounting, Mandatory Annual Financial Auditing, and Public Expense Reporting. Learn more about Measure A here.

II. HOUSING, SERVICES & HOUSING RETENTION

18. How does HSH ensuring people are prepared to move into permanent housing and supported in remaining successfully housed?

HSH funds and administers a range of supportive services designed to help people successfully move into permanent housing and thrive long-term. These services can include housing navigation, rental assistance, case management, intensive case management, and connections to health, behavioral health, employment, benefits, and other resources.

Among participants placed one year earlier, approximately 91% had no detected return to homelessness by the end of the fourth quarter. Among participants placed two years earlier, approximately 84% had no detected return.

These figures are important indicators of housing stability, but they should not be interpreted as a guarantee that every person remained housed. They reflect returns that are detected in available system data.

19. **What ongoing services help people retain housing?**

    Permanent housing is one component of long-term stability. People may also need connections to benefits, employment, education, health care, behavioral health services, transportation, and other supports.

    No two experiences of homelessness are the same, and everyone's path to long-term housing stability is unique. Depending on the person's circumstances, ongoing support may include intensive case management, rental assistance, health and behavioral health services, substance use treatment, benefits assistance, employment and education connections, and other community-based services.

    The level and type of support varies by individual and population. Because services have different eligibility requirements and capacity constraints, HSH cannot guarantee that every resource will be available to every participant.

    HSH is evaluating how to continue providing critical housing retention services as other funding sources decline and the cost of providing ongoing services increases.

20. **How are mental health and substance use needs addressed before and after housing?**

    Effectively addressing homelessness means implementing comprehensive programs that better meet the needs of people and communities we serve. This includes improving support for people experiencing homelessness with behavioral health conditions. HSH works with County partners, including the Departments of Mental Health and Health Services, and community providers to strengthen connections to mental health and substance use services to better support our communities.

21. **What happens to the people who would have been served by the programs we can no longer fund?**

    When programs experience service level reductions, client outcomes depend on the services being provided and how those services are transitioned. HSH and our provider partners make efforts to transition services thoughtfully, and we will clarify how people may be impacted when we release the draft spending plan.

22. **How will HSH support SPAs which are affected due to outreach cuts?**

    HSH is maintaining current levels of funding for outreach in FY 2027-28.

23. **How many people will lose access to services?**

    HSH is working to ensure minimal impact on service access and availability, and we will try and communicate clearly if the draft spending plan has any impacts on services.

24. **How are services tailored for specific populations, such as older adults, people living with HIV, immigrants, Spanish-speaking residents, and culturally diverse communities?**

    Homelessness in Los Angeles County does not affect all communities equally. To meaningfully prevent and end homelessness, we must fully understand the unique barriers different communities face and support programs that directly respond to those realities.

HSH considers the needs and experiences of disproportionately impacted and priority populations when developing funding recommendations.

This includes examining demographic and geographic data, program performance, community input, and the capacity of existing services.

The FY 2027–28 engagement process specifically includes outreach to people with lived experience, special populations including a Spanish session, regional partners, providers, Cities, Councils of Governments, and other system partners so that population-specific needs can inform the spending plan.

25. What are the root causes of homelessness, and how does Measure A address them?

Homelessness has multiple and overlapping causes. Some include a lack of affordable, available housing; income instability; gender-based and interpersonal violence; physical and behavioral health needs; family circumstances; discrimination; and other economic and social factors.

Measure A addresses the root causes of homelessness by funding affordable housing production and preservation, directly addressing our region's housing shortage. Measure A also funds programs that prevent people from falling into homelessness in the first place. To address the immediate needs of people experiencing homelessness, Measure A funds services and support such as street-based outreach and connections to mental and physical health care, resources for jobs, training, benefits, and more. Learn more about Measure A.

Measure A is only one component of our region's broader homelessness response. Addressing the underlying causes of homelessness requires modernizing housing policy, health and behavioral health resources, economic support, renter protections, and other resources and policy.

26. What is HSH's role in broader housing strategies such as inclusionary zoning?

Housing availability, affordability and preservation are fundamental to preventing and ending homelessness. HSH works with County departments, housing agencies, local jurisdictions, developers, and other partners to implement strategies to increase our affordable housing stock.

For example, HSH works closely with the Los Angeles County Development Authority (LACDA) to use County resources to develop and preserve affordable and supportive housing. HSH also works with developers and other housing partners to find innovative ways to expand housing opportunities for people experiencing or at risk of homelessness.

HSH also collaborates with the Department of Regional Planning (DRP) and other partners to implement policies, planning strategies, and innovative approaches to increase our region's housing stock. This can include exploring policies and ordinances that expand or preserve housing opportunities, facilitating the development of affordable and supportive housing, addressing barriers to housing production, and strengthening connections between housing policy and the County's homelessness response.

Importantly, HSH does not unilaterally control land-use decisions, zoning, development approvals, or all affordable housing resources. Those authorities are distributed among the Board of Supervisors, County departments, LACDA, LACAHSA, cities, and other entities. HSH's role is to ensure that the homelessness system's needs, data, and experience are incorporated into those broader policy and housing-development conversations.

27. **There is discussion about how the County Supervisors are looking at cancelling PMRT support to ER. If PMRT or law-enforcement transport for 5150/crisis calls is reduced, who will be responsible for transporting people to inpatient care? Would families who are already "in crisis" be expected to transport their loved one to inpatient care?**

    In the scenario where a 5150 hold is called for a client in crisis and a PMRT is not available, crisis teams call 911/MET to transport. Clinical teams to not foresee a scenario in which a hold is placed, and a family transports the client. These Measure A discussions therefore do not pertain to such scenarios, and there will continue to be support for transporting clients in crisis.

28. **What outreach resources are available in each SPA?**

    Street-based outreach is often the first point of connection between a person experiencing unsheltered homelessness and the broader homelessness response system. HSH supports a range of outreach interventions countywide that involved experienced teams building relationships with people experiencing unsheltered homelessness and connecting them to housing, healthcare, mental health treatment, and other services. The specific teams and services available vary by SPA and community, and some teams operate across multiple SPAs or geographic areas.

    Outreach resources may include multidisciplinary teams (MDTs) that bring together professionals with different areas of expertise to respond to the complex needs of people experiencing unsheltered homelessness. Depending on the team and population served, an MDT may include outreach workers, case managers, housing navigators, behavioral health professionals, substance-use specialists, medical or health professionals, and other specialized staff.

    These teams work in the field to:

    - Build relationships and establish trust with unsheltered populations.
    - Conduct engagement and assess immediate needs, including health, behavioral health, substance use, safety, and housing needs.
    - Help people obtain identification, benefits, health care, behavioral health or substance-use services, and other supports.
    - Connect people to interim housing, permanent housing, prevention resources, etc.
    - Help navigate eligibility, documentation, referrals, and other barriers to accessing housing and services.
    - Provide ongoing engagement when a person is not ready or able to accept services.

- Coordinate with other outreach teams and service providers to reduce duplication and improve continuity of care.

Outreach teams do not operate independently. Depending on the person's needs and circumstances, they may coordinate with HSH programs, cities and Councils of Governments, health and behavioral health systems, hospitals, law enforcement and first responders, interim housing providers, permanent housing providers, Coordinated Entry/assessment resources, and community-based organizations.

HSH also recognizes that geographic availability does not always correspond neatly to SPA boundaries. Some teams serve multiple SPAs or deploy based on where the need is greatest.

For more information on the Outreach work HSH is doing in the community: Street-Based Outreach - LA County Homeless Services & Housing

29. How can hospitals connect patients to homelessness services now that the LAHSA hospital portal is unavailable?

HSH recognizes that hospitals need a clear, reliable pathway for connecting patients to homelessness services, particularly when patients are being discharged without stable housing. Hospitals should not rely on the former LAHSA hospital portal**,** which is no longer available. For current referral options, hospitals should use HSH's current system-resource and referral information to identify the appropriate homelessness resource based on the patient's needs and location.

As part of the transition to HSH's direct administration of County-funded homelessness programs, HSH is working to strengthen and clarify these referral pathways.

Because there is not one referral process for every patient or program**,** the appropriate pathway may depend on factors such as the patient's location, housing status, eligibility, and service needs. HSH will continue to provide updated information as referral pathways are established and refined.

III. SYSTEM QUALITY, ACCOUNTABILITY & PROVIDER CAPACITY

30. What is HSH doing to prevent people from remaining in interim housing for extended periods because of matching or administrative barriers?

HSH is working to identify and address avoidable delays in transitioning people from interim housing to permanent housing. This includes monitoring length of stay and housing exits, identifying where people are getting stuck in the process, and examining barriers related to eligibility, matching, referrals, documentation, housing navigation, and landlord requirements.

HSH is using system and program data to identify bottlenecks and improve coordination among interim housing providers, housing navigators, referral systems, and permanent

housing programs. The System Resource Maps are also intended to make eligibility requirements, available resources, and referral pathways more transparent.

The goal is to move people through interim housing and into appropriate permanent housing as efficiently as possible, while recognizing that some delays are driven by factors such as limited housing availability, participant circumstances, eligibility requirements, and landlord requirements that cannot be resolved by HSH alone. A lack of available permanent housing is the biggest barrier to successfully transitioning people from interim housing.

31. **How will HSH ensure full-time case managers are on-site at PSH sites?**

    HSH monitors case management caseloads to ensure that there is adequate staffing based on the billing level of the clients. For Project-Based Voucher (PBV) buildings, Intensive Case Management Services are to be available during business hours for client support.

32. **How will HSH support SPAs that are affected by outreach cuts?**

    HSH is maintaining current levels of funding for outreach in FY 27-28.

33. **How is HSH holding the matching and referral system accountable when people fall through the cracks?**

    HSH is working to move from simply tracking referrals to actively identifying where people are getting stuck and why**.** HSH is using HMIS, CHAMP, and other system data to monitor referrals, matching, placements, and housing exits and identify cases where there are extended delays, repeated unsuccessful referrals, unresolved matches, or people who disengage from the process without a documented next step**.**

    When these patterns are identified, HSH can trace the pathway to determine whether the barrier is related to eligibility, documentation, matching, referral practices, housing navigation, provider capacity, or another system issue**,** and work with the responsible program or partner to address it.

34. **What is HSH doing about poor permanent supportive housing conditions, including mold, safety, drug activity, security, and habitability?**

    Housing quality in HSH Permanent Supportive Housing sites is addressed through housing quality standards, health and safety visits, and unit habitability inspections**.** Verified health or safety concerns can be addressed through established relocation or other corrective processes, depending on the circumstances.

    For concerns such as mold, security, drug activity, or other habitability issues, the appropriate response depends on whether the issue involves the property owner, property manager, housing provider, ICMS provider, or another responsible entity**.** HSH can coordinate with the appropriate party, monitor resolution, and take action within its authority.

    For these types of concerns, complaints/grievances can be submitted HERE.

HSH is working to strengthen visibility into recurring housing-quality issues, so concerns are addressed not only case-by-case but also identified as potential property, provider, or system-level issues requiring broader corrective action.

35. **How does Measure A ensure quality, safety, security, operating resources, and living wages?**

    Measure A includes specific requirements intended to support quality services, adequate operating resources, and fair compensation for the homelessness workforce**.** In particular, Measure A allows cost-of-living adjustments (COLAs) for eligible homelessness services contracts to address increases in provider operating and personnel costs over time. The Measure A Labor Council has recommended to the Board of Supervisors that HSH include an annual cost-of living adjustment (COLA) to the services portion of its Measure A-funded contracts in a manner consistent with existing County policies.

    Measure A-funded programs must also comply with applicable County requirements, program standards, contractual obligations, and funding restrictions**.** HSH considers the resources needed to maintain safe, effective operations, including staffing, supportive services, housing costs, and other program expenses.

    HSH also monitors program and provider performance through contract oversight, reporting, and other accountability mechanisms**.** When developing future spending recommendations, HSH must balance ongoing cost requirements—including any COLAs required by the Board—with available Measure A revenue and other funding sources. For the draft FY 2027-28 Measure A Spending Plan, HSH has factored in the cost of a COLA for provider staff costs, if approved by the Board.

36. **How does HSH promote more transparency and regulation with the organizations it funds? What assurances will the county take to prevent the abuse and misallocation of these funds?**

    HSH is strengthening accountability and oversight across its contracting system to ensure public funds are used responsibly, and providers deliver the quality services people experiencing homelessness deserve. Accountability is built into how HSH is designing this department. We're strengthening financial controls, increasing on-site monitoring, identifying performance issues earlier, and establishing clear consequences when contractors fail to meet their obligations. Our responsibility is both to the people we serve and to taxpayers, and we take that responsibility seriously.

37. **What mechanisms ensure funding and assistance reach people in need and are used appropriately?**

    Transparency and accountability are at the heart of HSH. We implement multiple layers of contractual, fiscal, and program oversight to ensure public funds are used as intended and services reach eligible LA County residents. These include:

    - Contracts and scopes of work
    - Provider reporting and data requirements

- Fiscal monitoring and invoice review
- Performance monitoring
- Corrective action and other contract remedies
- Audits and compliance reviews

Since assuming direct administration of most County-funded homelessness programs on July 1, 2026, HSH is also strengthening its ability to connect funding, provider performance, participant services, and outcomes in one oversight structure, rather than relying on separate systems and entities to monitor these elements.

38. **Some cities and localities have already invested into new sites and construction in previous fiscal years, so to potentially not have money put into those sites seems like a waste. Did we just spend 10 MIL to operate a site for 3-4 years?**

HSH is factoring in capital investments made and existing obligations when assessing for potential IH reductions as we draft the FY 2027-28 Measure A Spending Plan.

39. **After HSH assumed direct administration of County funds previously administered by LAHSA, has the county conducted an analysis to identify potential duplication or redundancies in services?**

HSH has completed this analysis and did not identify additional redundancies in our interim housing or outreach portfolios. HSH has also taken steps to reduce the likelihood of redundancies moving forward. For example, we now ensure program participants enrolled in both TLS and PSH have just one case manager, whereas before they had case management through both programs.

40. **How will HSH ensure providers are paid on time and have enough resources to provide uninterrupted services?**

HSH recognizes that timely payments and predictable contract administration are essential to provider stability and uninterrupted services**.** As of July 1, 2026, HSH directly administers most County-funded homelessness programming previously administered through LAHSA and is strengthening its processes for contract execution, invoice review, payment processing, and monitoring of provider funding and performance**.**

HSH is also working to identify payment or contracting issues early so they can be addressed before they disrupt services. Providers will continue to be subject to the requirements and payment processes established in their contracts and applicable funding sources.

41. **Local jurisdictions are concerned that if they assist in taking on costs, will the service ever be taken back by the County in better budget times? Will we have to keep shouldering that cost?**

Local jurisdictions play a critical role in our collective response to homelessness in all our LA County communities – and they maintain autonomy in deciding how their own locally-generated funds are used. They also maintain autonomy in deciding how their

County Measure A funds are used – so long as that usage aligns with Local Solutions Fund (LSF) Guidance and LACAHSA Program Guidelines. For the LSF, the County included a chapter on "Recommended Uses" for local consideration. However, that chapter is simply strategic guidance, not a decision. Final decisions remain the purview of the local jurisdiction.

We encourage any jurisdiction interested in discussing the alignment of local and County resources to contact us (reach out to Onnie Williams at owilliams@hsh.lacounty.gov) so we can set up a thorough discussion with our Municipal Relations team.

42. What responsibility does the system have to people who decline services? How should that be balanced against limited resources?

The system's responsibility does not end when someone initially declines services. Outreach teams should continue appropriate engagement, maintain relationships, reassess needs and readiness, and offer available resources when appropriate. A person may decline one type of assistance but be willing to accept another—for example, accepting medical or behavioral health services before accepting housing, or vice versa.

When a person is ready to accept assistance, the system should have a clear pathway to appropriate outreach, interim housing, permanent housing, health and behavioral health services, or other resources based on their circumstances and eligibility.

At the same time, outreach must respect applicable legal rights, individual choice, program eligibility, and safety requirements. HSH cannot require a person to accept services simply because resources are available, except where specific legal authority applies.

HSH also has a responsibility to use limited public resources effectively. This means prioritizing resources based on need, vulnerability, safety, program eligibility, and the likelihood that an intervention will address the person's circumstances, while continuing appropriate engagement with people who are not yet ready to accept services.

The goal is not to abandon people who decline services, but to maintain a pathway back into the system while directing limited resources where they can have the greatest impact.

IV. DATA, OUTCOMES & PERFORMANCE

43. How does the Homeless Count inform Measure A, and how should we interpret changes in homelessness?

The Point-in-Time (PIT) Homeless Count is an important factor in determining how Measure A resources are spent, particularly for understanding the relative size and geographic distribution of homelessness. However, it is a snapshot and does not capture everyone who experiences homelessness during the year.

For that reason, HSH uses the PIT Count alongside other measures, including HMIS and CHAMP data, outreach engagement, people entering homelessness, interim housing exits, permanent housing placements, and housing retention. Looking at these

measures together provides a more complete picture of both homelessness and how people are moving through the system.

For example, County data show that the number of people experiencing homelessness who accessed County services increased steadily from 2020 through 2025, then declined approximately 16% in the following year. At the same time, unsheltered engagement has remained relatively steady since 2023. Permanent housing placements also declined approximately 23% from their 2024 peak.

These measures tell us different things. A decline in people accessing services does not necessarily mean fewer people are experiencing homelessness, because people who do not connect with the service system will not appear in those administrative datasets. Similarly, changes in the PIT Count should be interpreted alongside trends in service access, outreach engagement, housing placements, and other available data.

HSH therefore uses the totality of the evidence—not any single measure—to inform funding priorities, identify gaps, and evaluate whether Measure A investments are achieving their intended outcomes.

To see further data and the type of metrics HSH may reference to inform its larger picture on homelessness, see our KPI dashboard. (The data listed here is not the exhaustive data used by HSH, but rather an overview of service KPIs).

44. Who conducts the Homeless Count, and how are its results used?

As of this writing, the Los Angeles Homeless Services Authority (LAHSA) is coordinating the 2027 Los Angeles Homeless Count with thousands of community volunteers, service providers, cities, and other partners. The Count estimates the number of people experiencing homelessness on a specific night and provides information on where people are located and key demographic characteristics. If the October 13th vote of the LA CoC General Membership is ultimately accepted by the presiding District Court Judge, then LA County will conduct the count on behalf of the LA Continuum of Care (CoC) in 2028.

HSH uses the Homeless Count to:

- Assess the size and geographic distribution of homelessness, including differences across SPAs.
- Identify populations disproportionately affected by homelessness and inform equity considerations.
- Inform funding and resource priorities, including Measure A planning, and Local Solutions Fund allocations.
- Compare trends over time and assess whether homelessness is increasing or decreasing in particular areas or populations.
- Evaluate these trends alongside system performance, such as outreach engagement, shelter/interim housing utilization, housing placements, and housing retention.

The State of California also uses Count data to determine funding allocations through the Homeless Housing, Assistance and Prevention (HHAP) Program. Pursuant to HSC Section 50241(a), HHAP 6 funds are allocated based on each Eligible Applicant's proportionate share of California's homeless population, as reported in the 2024 PIT count. Additionally, per HSC section 50242(n)(1), HHAP 7 funds are allocated with the same methodology, using 2025 PIT count data.

The Count is a point-in-time estimate, not a complete annual census. HSH does not use it in isolation; it is analyzed alongside HMIS, CHAMP, outreach, housing, demographic, and other administrative data to develop a more complete understanding of homelessness and system needs.

45. How is HSH's proposed budget reflective of the changing demographic in LA County Year over year? If you are using PIT, how are you changing in real-time to fluctuations in communities that happen throughout the year?

PIT Count is incorporated into HSH annual recommendations for certain programs, such as outreach and interim housing, among other factors. It is one of many sources of information including real-time information for programs entered into CHAMP and HMIS.

It is important to note that HSH strives to not change contract allocations more frequently than once a year in order to maintain contractor stability. HSH recognizes that yearly funding changes are already providing uncertainty for providers and does not want to add to an already shifting fiscal landscape by increasing intervals of funding change.

46. How will HSH demonstrate that Measure A is effective? What performance information will be publicly reported?

Measure A establishes goals and accountability expectations, and HSH is using several tools to make performance information more accessible.

These include:

- the **Measure A Progress Tracker**, which is produced by the County Chief Information Office and tracks progress toward Measure A's goals. This dashboard is being updated in October to be automatically refreshed every quarter to provide more timely information;
- **Key Performance Indicator dashboards**, which provide information and progress in areas such as outreach, interim housing, and permanent housing. We launched the HSH-specific Key Performance Indicator in May, which tracks performance of programs we administer. In October, we also launched with our partners the Best Practices and Standards of Care Systemwide Indicator dashboard, which provides the first ever systemwide metrics integrating CHAMP, HMIS, and DMH data;
- **Equity Dashboards**, which highlight information regarding disproportionately impacted populations and are built by LA County's Anti-Racism, Diversity, and Inclusion (ARDI) Initiative.

HSH will use performance information, community feedback, equity considerations, funding analysis, and other relevant information when developing spending recommendations.

47. Do HSH dashboards cover the entire $4 billion homelessness resource landscape?

No. HSH dashboards cover specific HSH programs, funding streams, and data within its scope—not the entire approximately $4 billion homelessness resource landscape.

While HSH dashboards provide high-level and detailed insights into outcomes across core Measure A-funded programs, they do not provide a complete accounting of every resource included in the broader $4 billion landscape.

For example, HSH dashboards can show Measure A-funded homelessness services, people served, housing placements, outcomes, and other performance measures within HSH-administered programs. They do not provide a complete accounting of every federal, state, County, city, housing authority, or provider resource included in the broader $4 billion landscape.

The Responsive Regional Plan, a public tool that shows how local jurisdictions and regional partners across the County are working together to prevent and end homelessness and meet Measure A goals, provides a broader view of the homeless response system by inventorying homelessness resources and strategies across the homelessness response system. However, it is an inventory of resources—not a single comprehensive financial or performance dashboard.

48. What costs are included in a "cost per person" calculation?

There is not one cost-per-person calculation that applies to every HSH program. The calculation depends on what program is being evaluated and what question the measure is intended to answer.

For example, a cost-per-person calculation for **outreach** could look at the cost of operating outreach services divided by the number of people engaged. A calculation for **interim housing** could include the cost of operating the interim housing program divided by the number of people served. A calculation for **permanent housing** could include housing assistance and supportive services and be measured against the number of people housed or the number who remain housed.

Depending on the program, costs may include housing assistance, direct services, program operations or allowable administrative costs. The denominator also matters. “Cost per person served,” “cost per person housed,” and “cost per person who remains housed” are different calculations and answer different questions.

Most importantly, cost per person should not be used by itself to determine whether a program is effective. A program that provides short-term assistance will have a very different cost structure from permanent supportive housing that includes an ongoing housing subsidy and supportive services.

49. What is the data for native CA residents versus non-native residents experiencing homelessness? (or where can I find that data?)

The PIT Count provides population estimates for the number of people experiencing homelessness within the four Continuums of Care within LA County who identify as American Indian, Alaskan Native, or Indigenous, either alone or in combination with any other Race / Ethnicity. For 2026, you can access that data here:

- Los Angeles CoC
- Long Beach CoC
- Pasadena CoC
- Glendale CoC

In addition, the LA CoC includes questions in its demographic survey that are intended to shed light on someone's homelessness history. Those questions include:

- Whether they've ever lived outside of LA County
- How long it has been since they moved into LA County
- Where they were living before losing their housing
- Where they first stayed when they came to the LA area

Please note, while the homeless services system can collect information about how long someone has experienced homelessness in LA County, California's Fair Employment and Housing Act (FEHA) prohibits housing discrimination based on **national origin** and **ancestry**.

50. What is the long-term success of Time-Limited Subsidies (TLS)? Where can I find data on TLS success rates?

The California Policy Lab at the University of California Los Angeles (UCLA) recently published several policy briefs, working papers, and reports on the impact of Time-Limited Subsidies on Transition-Aged Youth and Unaccompanied Adults. Their research found that leasing up with a TLS subsidy reduced homelessness for TAY by 39% over four years and by 25% among single adults.

In addition, HSH's own performance data shows that 88% of people who are placed in permanent housing (including but not limited to TLS) are able to retain that housing after two years.

51. How will HSH, LAHSA, and LACAHSA coordinate and communicate roles, funding, and performance?

Each of these entities fills a different role within the homelessness and housing system.

- HSH manages most County-funded homelessness programs, including outreach, interim housing, permanent housing, prevention, and supportive services. HSH also monitors providers, tracks results, and recommends how County homelessness resources be used.

- Until otherwise designated by the LA CoC, LAHSA continues to manage its Collaborative Applicant, CES, PIT Count, and HMIS responsibilities for the current 2026 CoC cycle. LAHSA also administers local programming on behalf of the City of LA.
- LACAHSA uses Measure A resources for affordable housing and housing stability, including building and preserving affordable housing, protecting renters, and preventing homelessness.

All three organizations, though covering different scopes, share information and collaborate closely with each other. HSH seeks to make the system easier to understand, reduce gaps and duplication between agencies and funding sources, use limited funding wisely, and make sure each organization is held accountable for the results it is responsible for.

V. COMMUNITY VOICE & LIVED EXPERIENCE

52. How will HSH create sustainable full-time employment and career pathways for people with lived experience?

Having lived experience of homelessness should be an asset to building a career in the homelessness response system. HSH currently incorporates lived experience through paid community engagement such as our Community Liaison Program launching in Winter 2027, advisory opportunities, and participation in planning and program discussions. People with lived experience are also employed by County departments and organizations that provide homelessness services.

Ongoing efforts will also include strengthening and expanding other strategies such as:

- Identifying positions where lived experience is directly relevant
- Working with providers to identify career ladders from outreach and peer roles into positions with greater responsibility and compensation.
- Connecting people to training, certifications, and professional development needed to qualify for advancement.
- Using HSH contracts and funding opportunities, when permitted, to support stable positions and advancement for people with lived experience.
- Measuring progress, including whether people move from temporary or entry-level roles into permanent positions and higher levels of responsibility.

53. How many people with lived experience or current/former Skid Row residents are employed in County or County-funded positions?

County employment and provider employment systems do not routinely record whether an employee has experienced homelessness or lived in Skid Row. This means HSH cannot responsibly provide a number without creating a new way to collect and verify that information.

There are existing efforts to create employment opportunities for people with lived experience. For example, the County's Skid Row Action Plan has identified specific employment strategies, including:

- Hiring people with lived experience for outreach and other service roles;
- Connecting Skid Row residents to job training;
- Providing help with applications and interviews;
- Creating entry points from community-based roles into employment; and
- Providing support to help people stay and advance in their jobs.

The County also funds programs that connect people with lived experience to employment. For example, the Department of Economic Opportunity's LA RISE program provides supportive employment opportunities for people experiencing homelessness. LA:RISE - Department of Economic Opportunity

54. Why are stipends or gift cards used instead of living-wage employment, and what alternatives are available?

Stipends, gift cards, contracts, employment, and other forms of compensation serve different purposes and are governed by different requirements.

HSH recognizes the importance of compensating community members meaningfully for their time and expertise.

The appropriate mechanism depends on the nature of the activity, applicable County and funding requirements, whether the activity constitutes employment, and available resources.

HSH will continue considering ways to make participation by people with lived experience meaningful, accessible, and sustainable.

There are instances of using living-wage employment being utilized rather than gift cards. For example, through Youth Homelessness System Improvement (YHSI), a federal grant opportunity, HSH was able to offer full-time, living wage employment to two young people with lived experience of homelessness to oversee work directly related to strengthening the youth homelessness response system. HSH also has many other team members who identify as people with lived experience.

55. How will HSH enable people with lived experience to raise concerns and influence decisions without retaliation?

HSH wants people with lived experience to be able to speak honestly about the homelessness system—including problems with services, providers, housing, or HSH—without fear that speaking up will affect their access to services or housing.

HSH supports this by:

- Providing ways to give feedback directly to HSH, rather than requiring people to raise concerns through the provider they are concerned about. Program participants enrolled in County-funded programs can submit a complaint or grievance directly to HSH via a form on our website.

- Offering anonymous or non-public ways to provide feedback when appropriate, so people do not have to identify themselves publicly to report a problem or share a concern.
- Separating feedback from eligibility and service decisions. A person should not lose access to housing or services simply because they criticize a program, provider, or HSH.
- Using paid lived-experience participants and advisory groups so people with lived experience have an ongoing role in identifying problems and recommending changes—not just being asked for input once.
- Following up on patterns of concerns. If multiple people report the same problem with a provider or program, HSH can use that information to determine whether additional monitoring, technical assistance, corrective action, or other intervention is needed.
- Closing the feedback loop. When community members identify a problem or make a recommendation, HSH should explain what it can change, what it cannot change, and why.
- For the FY 2027–28 Spending Plan, people with lived experience can participate through sessions dedicated to people with lived expertise in addition to the engagement sessions, the public comment process, the Town Hall, governance bodies, and direct engagement with HSH.

The goal is not simply to give people with lived experience a place to speak. It is to create a safe way for them to identify problems, have their concerns investigated, and their experience to inform decisions—without putting their housing or services at risk for speaking honestly.

56. How will HSH demonstrate that community input influences the Measure A Spending Plan?

HSH will not treat the September Community Input sessions as a one-time opportunity to collect comments. The feedback will be ongoing, documented, grouped by theme, and used to inform the October draft Spending Plan.

For example, if community members consistently identify permanent housing, outreach, a specific population, or a specific geographic area as a priority, HSH will document that recommendation and consider it when deciding where limited resources should be maintained, increased, reduced, or redesigned.

HSH will then compare community recommendations with:

- What the data shows about homelessness, housing placements, and outcomes;
- Which populations and communities are most affected;
- How well programs are performing;
- What funding is available and what restrictions apply;
- Existing contracts and other commitments; and
- What services can be sustained with available resources.

HSH will use this information to develop the October draft Spending Plan, which will show the proposed funding priorities.

To close the loop, HSH will clearly communicate:

1. What we heard — the major priorities and concerns raised by the community;
2. What changed — where community input resulted in a change to a proposed priority, investment, or approach;
3. What did not change — recommendations that could not be incorporated; and
4. Why — whether the reason was funding, law, program performance, an existing commitment, or another constraint.

HSH will communicate these through a series of follow-up Town Halls, Board and Cluster meetings, and a regularly updated FAQ on the HSH Measure A Spending Plan website.

57. What happens when community recommendations differ from HSH's or the County's direction?

Community input is an important component of the Spending Plan development process, but it is not the only consideration.

As the system administrator, HSH must also account for available funding, legal and funding requirements, program performance, equity, existing commitments, fiscal sustainability, and direction from County leadership and the Board.

As a result, HSH cannot promise that every community recommendation will be incorporated.

Our commitment is to meaningfully consider the feedback we receive and improve transparency about how it was weighed in developing our recommendations.

58. How will this process differ from prior processes where community members felt their input was not reflected?

HSH has received feedback that previous Spending Plan processes were difficult to understand and that community members wanted more information (particularly local and sub-population information), clearer opportunities to participate, and greater transparency about how community input impacted funding decisions.

The FY 2027–28 process was designed to address that feedback.

This year:

- August community engagement sessions focused on knowledge building;
- September sessions focused on community input and priorities;
- A public comment form remains open throughout the spending-plan process;
- Existing community and governance meetings are being used for continued engagement;
- The October Town Hall will focus specifically on the draft funding recommendations; and
- HSH intends to communicate what it heard and how that input was incorporated.

59. What presence does HSH have in community and governance meetings (e.g., CoGs, City Council)? How is it engaging with those communities and weighing their feedback in this process?

The HSH Municipal Relations teams routinely participates COG meetings focused on housing and homelessness, LA City Council homelessness-focused committee meetings, and city council meetings in other cities when we are invited to speak. While the team does not have the capacity to attend all city council meetings for all 88 cities, HSH periodically hosts engagement meetings with cities, COGs, and other community leaders to solicit feedback, which gets incorporated into our resource allocation and policy making processes.

60. How does HSH engage with housing developers or advocate for favorable zoning, etc.?

HSH works closely with developers in many ways. For example, HSH frequently provides commitment letters to developers building Permanent Supportive Housing (PSH), establishing that HSH will provide services funding for their projects.

HSH also provides and administers locally-funded rental subsidies for PSH projects, supporting developers to secure capital funding and ensure the long-term viability of their projects. In addition to providing these resources, HSH convenes the development community in various forums to work together on advocacy strategies to improve the landscape of affordable housing development in our region.

61. How will HSH ensure information is accessible to all community members and that materials are available in advance?

HSH uses multiple engagement channels to reach our communities rather than relying on a single meeting or format.

The process includes engagement with SPA coalitions and regional partners, Cities and Councils of Governments, providers, people with lived experience, special populations, governance bodies, and other system partners.

HSH is also providing online tools and an ongoing public comment form so people can participate and learn about the Spending Plan process even when they cannot attend a meeting.

The goal is to make the process more accessible while recognizing that reaching every community member remains an ongoing challenge.

VI. ENGAGEMENT PROCESS & DECISION-MAKING

62. Is there a way next time community partners (Providers, SPAs, Cities/COGs) could see this info earlier so they can start discussing how to navigate cuts?

Our current process solicits public comment around September 2026 for the 2027-28 Fiscal year, giving the community around a year notice before these funding decisions are

rolled out. HSH must track many moving data points, program updates and governance communications when drafting a spending plan. While we are continually refining and improving our process to get this information to the public more quickly and accurately, we also acknowledge that it is difficult to know the full landscape of funding sooner than our current timeline, a year prior. HSH will nevertheless continue to refine this process so partners can hear about changes coming down the pipeline as soon as possible.

63. What is the sequence and timeline for the upcoming Measure A meetings? What is the purpose and intended outcome of each meeting?

The FY 2027–28 Measure A Spending Plan process began in July and is designed as a multi-month process leading to targeted Board consideration in January. For additional information regarding the timeline, process and upcoming meetings, please refer to the FY 2027–28 HSH Budget & Measure A Spending Plan Timeline.