

Measure A Local Solutions Fund Eligible Uses

1. Purpose

1.1 Purpose & Audience

To provide Local Jurisdictions and Councils of Government (COG) in LA County with clear guidance regarding eligible uses of the Measure A Local Solutions Fund (LSF). The information in this document should inform the creation of Statements of Work (SOW) based on each jurisdiction LSF allocation, if applicable. The audience for this document is the primary point of contact in each Jurisdiction and COG responsible for collaborating on a SOW.

2. Introduction

2.1 Introduction & Approach

The following framework seeks to provide clear and tangible guidance to jurisdictions to promote the strategic use of the Local Solutions Fund (LSF) for eligible uses and activities that support Measure A goals and target metrics. The following guidance creates 1) three categories, or "groupings," of eligible uses of LSF for strategic investments and 2) provides a performance-based framework^{*i} applicable to potential future fiscal year incentive funds through LSF.

CEO HI has recommended the creation of an LSF Incentive Fund based on potential underspending, between the launch of the LSF and 2027. If approved by the Board of Supervisors, those available funds would be directed to jurisdictions who opted for investments in Group 1, as defined below, starting in 2027.

To read the Measure A ordinance, [click here](#)

For more Information about Los Angeles County Affordable Housing Solutions Agency (LACAHSAs), [click here](#)

1.2 LSF SOW Allowable Activities

Please find below the following allowable activities by category for LSF investments.

- **Group 1: Eligible Uses of LSF:** Activities listed in this grouping are eligible uses of Measure A LSF and can be included in a SOW without the additional requirements as described in Groups 2 or 3. *Group 1 activities are high-impact uses of the LSF that directly contribute to achieving Measure A Goals 1 (reduce unsheltered homelessness) and 3 (increase permanent housing placements) and related Board adopted Target Metrics.*
- **Group 2: Eligible Uses of LSF through maximizing partnerships with Local, State, or Federally Funded Organizations:** Activities listed in this grouping are eligible uses of Measure A LSF and can be included in a SOW 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.
- **Group 3: Eligible Uses of LSF if braided¹ⁱⁱ with LACAHSAs Funding:** Activities listed in this grouping are eligible uses of Measure A LSFs and can be included in a SOW if the local jurisdiction can demonstrate an intent to braid/pair LSF Funding with eligible LACAHSAs funding to serve people experiencing, or at imminent risk of homelessness.

Please see the following sections for more description of eligible activities.

2. Eligible Activities

The following table identifies the eligible activities for the LSF, indicating three groupings of eligible uses based on the criteria the County will use to determine whether the activity can be included in an LSF SOW.

2.1 Eligible Uses of Local Solutions Funding Chart

Group 1: Eligible Uses of LSF	Group 2: Eligible Uses of LSF through maximizing partnerships with Local, State, or Federally funded organizations	Group 3: Eligible Uses of LSF if braided with LACAHSF Funding
<p>Homeless Prevention</p> <ul style="list-style-type: none"> Financial assistance, legal aid, dispute resolution, and case management <p>Permanent Housing for People Experiencing Homelessness (PEH)</p> <ul style="list-style-type: none"> Construction Acquisition <ul style="list-style-type: none"> Master Leasing 	<p>Enhanced Emergency & Interim Housing</p> <ul style="list-style-type: none"> Recuperative Care Enriched Residential Care <p>Mental Health Services</p> <ul style="list-style-type: none"> Assessment Outpatient therapy/counseling services Psychiatric care/medication management 	<p>Construction of new Affordable Housing</p> <p>Preservation of Affordable Housing</p> <p>Prevention of Housing Loss through Tenant Protection and Support Programs</p> <p>Planning and Technical Assistance related to Affordable Housing and Land</p>

<ul style="list-style-type: none"> • Conversion • Operating Subsidies • Flexible Rental Subsidies <ul style="list-style-type: none"> ○ Time Limited Subsidies ○ Rapid Re-Housing ○ Shallow Subsidies <p>Interim Housing for PEH</p> <ul style="list-style-type: none"> • Construction • Acquisition • Conversion • Capital Investments • Operating Subsidies • Motel Vouchers <p>Expedited Placements in Permanent Housing for PEH</p> <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 	<ul style="list-style-type: none"> • Crisis intervention/emergency response • Case management <p>Substance Abuse Services</p> <ul style="list-style-type: none"> • Outpatient Care & Residential Treatment • Medication Assisted Treatment (MAT) • Withdrawal Management (Detox) • Harm Reduction <p>Case Management & Outreach Services</p> <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 • Outreach Services Provided by Multi-Disciplinary Teams (MDT) 	Use
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Employment Services for PEH <ul style="list-style-type: none">• Support for Social Enterprises• Supported Employment Enhanced Services for TAY and Children experiencing or at risk of homelessness		
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Description of Measure A – LSF Eligible Uses of Funding:

The following activities are eligible uses of local funding under Measure A’s mandatory ≥15% allocation to the LSF for Comprehensive Homelessness Services. Note that all eligible uses can be targeted to sub-populations experiencing homelessness described in the measure (i.e., seniors, families with children, unaccompanied individuals, veterans, people fleeing domestic violence, people with mental illness and/or substance use disorder, justice-involved individuals, transition-age youth, and children). Per the measure funding for programs and services should be allocated according to need and equityⁱⁱⁱ. Using an equity lens reduces racial disparities and the disproportionate impact of homelessness and housing insecurity for critical populations.

- **Homeless prevention** programs provide financial assistance, legal aid, dispute resolution, and case management to prevent individuals and families from losing their housing, targeting those at imminent risk of eviction or homelessness.
- **Permanent Housing** 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:

- **Permanent Housing 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.
- **Permanent Housing Acquisition** includes Leasing and/or purchasing entire buildings and individual apartments to quickly and permanently house PEH through a range of incentives offered to property owners and developers to facilitate increased usage of tenant based rental subsidies.
 - **Permanent Housing Master Leasing** is 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.
- **Permanent Housing 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.
- **Permanent Housing 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.
- **Permanent Housing Flexible Rent 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) are 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** 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** 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:
 - **Interim Housing 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.
 - **Interim Housing Acquisition** includes the leasing and/or purchasing rooms, units, and/or buildings to quickly and safely shelter PEH in Interim Housing in accordance with LA County's Interim Housing Minimum Service and Operations Practice Standards.

- **Interim Housing 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.
- **Interim Housing 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.
- **Interim Housing 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.
- **Interim Housing 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.
- **Expedited Placements in Permanent Housing** 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 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 without requiring interim housing entry. Mediation, resource navigation, negotiation, and targeted financial assistance help individuals secure or maintain immediate, sustainable housing.
- **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** 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 the 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).

The following activities are eligible uses of local funding under Measure A's mandatory $\geq 15\%$ allocation to the LSF for Comprehensive Homelessness Services. However, these activities are also eligible uses of California's Medi-Cal, My Health LA, Drug Medi-Cal, and Mental Health Services Act (MHSA) funding, and there is an established network of qualified providers capable of maximizing local dollars (including Measure A and J dollars) by leveraging county, state, and federal resources in the course of delivering these services. Therefore, the following activities would only be included in an LSF SOW if the local jurisdiction can demonstrate (a) the service will be provided by an entity with the current ability to leverage eligible local, state, and federal dollars for the activity; and (b) the delivery of this service or activity will not duplicate an existing service already provided by the County and its funded partners in the health, behavioral health, justice involved, and homeless response systems.

- **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.
 - **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.
 - **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 and Outreach Services** include dedicated trained trauma informed^{iv} 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. 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:

- **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).
 - **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.
- **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 service 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.

- **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.

The following activities are eligible uses of local funding under Measure A's mandatory $\geq 15\%$ allocation to the LSF for Comprehensive Homelessness Services, in light of Measure A's mandatory 35.75% allocation to the LACAHSA, which is required to distribute 70% of its revenue to eligible jurisdictions in accordance with Senate Bill 679. Therefore, the following activities would only be included in an LSF SOW if the local jurisdiction can demonstrate (a) the funding will be paired with LACAHSA funding for an aligned purpose; or (b) relevant LACAHSA funding is not available to the jurisdiction and/or its Council of Governments (COG) during the funding period; and (c) the funded activity would support people experiencing, or at imminent risk of, homelessness.

- **Construction of new Affordable Housing** includes the material and labor costs of building the interior and/or exterior of affordable housing projects, including the cost of building permits and fees.
- **Preservation of Affordable Housing** includes 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.
- **Prevention of Housing loss through Tenant Protection and Support Programs** includes strengthening eviction protections, tenant rights education, enforcing fair housing policies to prevent discrimination, offering legal aid and dispute resolution services to at risk tenants, and providing emergency rental assistance to prevent eviction and homelessness.

- **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.

Administrative Costs

Reasonable leveraged administrative costs to implement and operate these programs can be considered for contract administration and project/program management. All administrative costs should be derived from the total LSF allocation provided, and not in addition to.

ENDNOTES & DEFINITIONS

- i . A **Performance-based incentive framework** measures how effectively and efficiently these funds are used to serve the public intended. Essentially, the key concept emphasizes managing for results, not the process of providing services. The ultimate goals are to increase accountability, improve management, and ensure efficient resource allocation.
- ii **Braided** Funding is defined as combining two or more sources of funding to support a program or activity. An example would be utilizing LACAHA funding to create units of affordable housing and braiding the Local Solutions Fund for a number of units for people experiencing homelessness to meet the overall goal of reducing homelessness.
- iii **Equity** is the acknowledgment that each person has different circumstances and backgrounds and starts from a different place. Equity is the concept that differences matter and that systems must be balanced to distribute resources and opportunities needed to reach equal outcomes by treating everyone justly according to their circumstances. Equity is both an outcome and a practice.
- iv **Trauma Informed Care (TIC)** is an approach to healthcare, social services, programs, and other systems that recognizes the widespread impact of trauma and seeks to prevent re-traumatization while providing safe and supportive environments for healing.