

**BOARD OF
SUPERVISORS**

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District



**Chief
Executive
Office.**

COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 974-1101
ceo.lacounty.gov

Chief Executive Officer
Fesia A. Davenport

"To Enrich Lives Through Effective and Caring Service"

March 25, 2025

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**FISCAL YEAR 2025-26 HOMELESS INITIATIVE FUNDING RECOMMENDATIONS
(ALL DISTRICTS) (3 VOTES)**

SUBJECT

Approve the Chief Executive Office - Homeless Initiative's (CEO-HI) funding recommendations for Fiscal Year (FY) 2025-26, which would allocate \$655,802,000 as the County's share of the proceeds of the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A or Ordinance), \$88,466,000 from one-time Measure H carryover, \$121,181,000 from Measure H Committed Obligated Fund balance, and \$42,560,000 from State Homeless Housing, Assistance and Prevention Program (HHAP) Round 5 Tranche 2 funding.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve the use of the combined total of \$637,259,000 consisting of \$535,455,000 from FY 2025-26 Measure A Comprehensive Homelessness Services funds, \$59,244,000 from one-time Measure H carryover, and \$42,560,000 from State HHAP Round 5 Tranche 2 funding as detailed in the funding recommendations in Attachment I.
2. Approve the use of the combined total of \$23,984,000 from FY 2025-26 Measure A funds consisting of \$10,600,000 from Homelessness Solutions Innovations allocation and \$13,384,000 from Accountability, Data, and Research allocation in accordance with the Ordinance and as detailed in the funding recommendations in Attachment II.
3. Approve the Local Solutions Fund (LSF) allocation of \$96,363,000 from FY 2025-26 Measure A funds to cities, Councils of Government, and/or Los Angeles County (County) on behalf of its unincorporated areas in accordance with the Ordinance, along with the allocation formula as detailed in Attachment III.

4. Approve the use of \$15,000,000 from FY 2024-25 one-time Measure H carryover funds for various Los Angeles Homeless Services Authority (LAHSA) programs to pay prior year invoices as detailed in Attachment IV.
5. Approve the use of the combined total One-Time Investments of \$37,403,000 consisting of \$14,222,000 from one-time FY 2024-25 Measure H carryover and \$23,181,000 from FY 2025-26 Measure H Committed Obligated Fund Balance as detailed in the funding recommendations in Attachment V.
6. Approve the use of \$98,000,000 from FY 2025-26 Measure H Committed Obligated Fund Balance for the Pathway Home Program as detailed in the funding recommendations in Attachment VI.
7. Authorize the Chief Executive Officer, or her designee, in consultation with County Counsel, to enter into, execute, amend, or terminate any and all agreements and documents including new or existing agreements, required or deemed necessary or appropriate for the administration and allocation of CEO-HI's share of the Measure A funds.
8. Adopt baseline and target metrics as recommended by the Executive Committee for Regional Homeless Alignment (ECRHA) with input and recommendations from the Leadership Table for Regional Homeless Alignment (LTRHA) as detailed in Attachment VII.
9. Adopt the Regional Plan as recommended by ECRHA in accordance with the Ordinance and as detailed in Attachment VIII.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

These actions are needed to approve the annual CEO-HI FY 2025-26 Funding Recommendations in alignment with Measures A and H, CEO-HI's New Framework to End Homelessness (New Framework) adopted by the Board of Supervisors (Board) on May 3, 2022, the Local Emergency for Homelessness in the County proclamation issued by the Board on January 10, 2023, and to support various Board priorities addressing homelessness.

From July through December 2024, CEO-HI worked collaboratively with lead homelessness services departments and agencies including the Departments of Children and Family Services, Economic Opportunity, Health Services, Mental Health, Military and Veterans Affairs, Public Defender, Public Health, Public Social Services, as well as LAHSA and Los Angeles County Development Authority (LACDA), to discuss the status of programs, services, and housing utilizing CEO-HI funding in FY 2024-25 and priority funding areas for FY 2025-26 with a focus on increasing and expediting exits to permanent housing for people experiencing homelessness.

Throughout the months of August, September, and October 2024, CEO-HI held a total of 22 virtual and in-person community listening sessions across the County. On January 16, 2025, CEO-HI publicly released the draft proposed FY 2025-26 Funding Recommendations, which included a public information webinar and initiated a 19-day public comment period. The detailed webinar, PowerPoint, and supporting documents are posted and available to view on the CEO-HI website.

CEO-HI, in collaboration with lead departments and agencies, reviewed stakeholder input from listening sessions, public comments, and the public webinar to inform the FY 2025-26 Funding

Recommendations. Attachment IX summarizes this feedback and how it shapes CEO-HI-funded initiatives.

As CEO-HI's largest annual community engagement effort, these sessions provide valuable insights beyond the annual funding recommendations. CEO-HI integrates this input not only into the funding allocations but also into ongoing programmatic and administrative improvements. To maximize its impact, in FY 2025-26 CEO-HI will expand community engagement from a three-month process to a year-round effort, ensuring continuous feedback informs system enhancements throughout the fiscal year and stakeholder input continuously guides program refinement and administrative processes, strengthening the County's overall approach to homelessness.

CEO-HI FY 2025-26 Funding Recommendations

Recommendation No. 1 requests Board approval to use the combined total of \$637,259,000 consisting of \$535,455,000 from FY 2025-26 Measure A Comprehensive Homelessness Services funds, \$59,244,000 from one-time Measure H carryover, and \$42,560,000 from State HHAP Round 5 Tranche 2 funding as detailed in the funding recommendations in Attachment I. For Measure A funds, the Ordinance mandates that 60% of the proceeds of the tax are distributed to the County for Comprehensive Homelessness Services. Of this amount, 83.35% is represented in the funding recommendations in Attachment I and is allocated in alignment with the Ordinance's goals and purposes while continuing to support the County and its partners' efforts across the New Framework five pillars: Coordinate, Prevent, Connect, House and Stabilize. The funding recommendations propose maintaining investments in the core homeless response system component of outreach and increasing investments in the core components of interim housing and permanent housing. This is consistent with the County's Measure A and HHAP goals of increasing the number of people exiting the homeless rehousing system to permanent housing. The proposed investments also prioritize serving those with the greatest barriers, including by continuing to grow the supply of permanent supportive housing, where the most vulnerable people experiencing homelessness can receive intensive case management services, mental health services, and substance use disorder services.

Recommendation No. 2 requests Board approval to use the combined total of \$23,984,000 from FY 2025-26 Measure A funds consisting of \$10,600,000 from Homelessness Solutions Innovations allocation, and \$13,384,000 from Accountability, Data, and Research allocation in accordance with the Ordinance and as detailed in the funding recommendations in Attachment II. The Ordinance states that at least 1.65% of the 60% of tax proceeds distributed to the County for Comprehensive Homelessness Services must be used for Homelessness Solutions Innovations to fund new strategies and demonstration projects designed to achieve the goals stated in the Ordinance. The Ordinance also prescribes that 1.25% of tax proceeds be distributed to the County to be used toward Accountability, Data, and Research to promote accountability, oversight, universal data, and outcome evaluations and to expand capacity for data collection and reporting by Measure A funding recipients, contractors, and service providers.

Recommendation No. 3 requests Board approval of the Local Solutions Fund (LSF) allocation of \$96,363,000 from FY 2025-26 Measure A funds to cities, Councils of Governments, and/or the County on behalf of its unincorporated areas in accordance with the Ordinance and approve the allocation formula as detailed in Attachment III. The Ordinance states that at least 15% of the 60% of tax proceeds distributed to the County for Comprehensive Homelessness Services be allocated to the LSF and that these funds be dispersed to cities, Councils of Government, and/or the County on behalf of its unincorporated areas for programs consistent with Measure A, including, but not limited to, homelessness prevention, homelessness services, and affordable housing programs. The Ordinance states that the LSF will be distributed to jurisdictions based on a formula using the Point-

in-Time count required by the United States Department of Housing and Urban Development and/or a similar measure of people experiencing homelessness as the Board determines, in consultation with cities within the County. CEO-HI researched and evaluated various measures of people experiencing homelessness and prepared draft LSF allocation formula options. Since the beginning of the year, CEO-HI has hosted multiple forums for stakeholders to share the LSF allocation formula options and gather input including two live informational webinars for local jurisdictions; a survey for local jurisdictions to share input on distribution preferences and formula recommendations; and presentations at Councils of Government, Independent Cities Association, and California Cities Association meetings. CEO-HI also leveraged the Municipal Minute, a CEO-HI produced periodic update for local leaders, to communicate with local jurisdictions and presented the FY 2025-26 LSF allocation formula options at public meetings such as ECRHA, the City of Los Angeles' Housing & Homeless Committee, and the Homeless Policy Deputies' Meeting. Webinars on the LSF allocation formula options and measures of people experiencing homelessness, LSF briefing slides, and a draft LSF allocation formula options briefing sheet were posted on the CEO-HI Local Jurisdictions Website for any stakeholders and interested parties who were not able to participate in the other forums or who wanted additional information.

Recommendation No. 4 requests Board approval to use \$15,000,000 from FY 2024-25 one-time Measure H carryover funds for various LAHSA programs in which CEO-HI has identified a need for funding to be carried over from FY 2024-25 to pay for FY 2024-25 invoices from LAHSA after the Auditor-Controller's year-end close deadline as detailed in Attachment IV.

Recommendation No. 5 requests Board approval to use a combined One-Time Investments total of \$37,403,000 consisting of \$14,222,000 from one-time FY 2024-25 Measure H carryover and \$23,181,000 from FY 2025-26 Measure H Committed Obligated Fund Balance to support homeless programs as detailed in the funding recommendations in Attachment V. These programs were selected for one-time funding because they were included in Board motions where CEO-HI was directed to identify funding sources for these programs and/or identified by CEO-HI as key unfunded and underfunded programs or commitments that would strengthen implementation of critical aspects of the five pillars.

Recommendation No. 6 requests Board approval to use \$98,000,000 from FY 2025-26 Measure H Committed Obligated Fund Balance to support Pathway Home as detailed in the funding recommendations. Leveraging powers under the County's local emergency on homelessness, Pathway Home was launched on August 9, 2023, and is the County's major expansion to resolve encampments countywide in partnership with local jurisdictions and unincorporated communities with the goal of reducing unsheltered homelessness by helping people living on the streets come indoors, receive the supportive services they need to achieve housing stability, and ultimately move into permanent housing. These encampment resolutions also seek to restore public spaces to their intended use. Funding for FY 2025-26 aims to continue to expand, enhance, and expedite encampment outreach and pathways to permanent housing and supportive services while deepening partnerships with local jurisdictions. Attachment VI reflects the proposed total budget of \$159,744,000 in FY 2025-26 for Pathway Home, a portion of which is included in these funding recommendations. The portions included in these funding recommendations are \$98,000,000 from the Measure H Committed Obligated Fund Balance (included in Attachment VI) and \$10,000,000 in ongoing Measure A revenue (included in Attachment I). The remaining funding will be requested for Board approval as part of the FY 2025-26 County budget process.

Recommendation No. 7 delegates to the Chief Executive Officer, or her designee, the authority to efficiently implement, administer, and allocate funds, including Measure A funds, to County partners. It authorizes the Chief Executive Officer, or her designee, subject to review and concurrence by

County Counsel, to prepare, execute, amend, and terminate any and all agreements and documents - whether new or existing – as necessary to implement the Board's adopted funding recommendations. This will enable the County and its partners to provide timely assistance to people experiencing homelessness.

Recommendation No. 8 requests Board approval to adopt baseline and target metrics as recommended by ECRHA with input and recommendations from LTRHA as described in the Ordinance and as detailed in Attachment VII. Programs funded by Measure A should contribute to achieving the goals in the Regional Plan by demonstrating progress from the baseline metrics toward target metrics.

Recommendation No. 9 requests Board approval to adopt the Regional Plan, which establishes regional goals and objectives to reduce homelessness and increase the supply of affordable housing as recommended by ECRHA and detailed in Attachment VIII. The goals in the Regional Plan are consistent with those established in the Ordinance and the baseline and target metrics included in the Regional Plan are included in Recommendation No. 8 and detailed in Attachment VII.

Measure A or Ordinance

Measure A is an ongoing half-cent sales tax approved by the voters on November 5, 2024, which will repeal and replace Measure H as of April 1, 2025. The Ordinance allows continued progress on addressing homelessness with housing and services while greatly expanding funding to focus on the drivers of homelessness through affordable housing production and preservation, homelessness prevention, and support for vulnerable renters. Any funding not allocated to the County by the Los Angeles County Auditor-Controller will be distributed directly to the Los Angeles County Affordable Housing Solutions Agency (LACAHS) and LACDA.

Impacted Programs (Curtailments/Reductions)

With the passage of Measure A, ongoing investment in housing and homelessness will increase countywide; however, unlike Measure H, Measure A mandates more specific funding allocations. Approximately 50% of Measure A revenue - estimated at \$535,000,000 in FY 2025-26 - will be directed to CEO-HI for Comprehensive Homelessness Services. This is a \$10,000,000 decrease from FY 2024-25 and is due to projected declines in the collection of sales tax revenue in FY 2025-26. Additional budget impacts include a \$12,000,000 reduction in State HHAP funding in FY 2025-26 compared to FY 2024-25 and the loss of \$30,000,000 in one-time funds. These funding reductions, combined with the need to increase funding for certain core programs, has resulted in the need to take approximately \$70,000,000 in service reductions and curtailments. CEO-HI, in collaboration with County departments and agencies, has had to make difficult funding recommendations to maximize impact while mitigating disruptions to service providers and individuals relying on these programs. These recommendations reflect a strategic effort to balance fiscal limitations with the continued need for critical services, and CEO-HI remains dedicated to working closely with partners throughout this transition. To navigate these financial constraints, CEO-HI collaborated with funded agency partners and applied the criteria below to prioritize commitments:

- Foundational Services: CEO-HI's first priority was to protect the most critical "foundational" programs and services which provide urgent and immediate interim and permanent housing support and outreach to people experiencing homelessness.
- Legal Settlements/Agreements: Per the LA Alliance Settlement Agreement and the 2024 City-County Memorandum of Understanding, the County must maintain certain outreach efforts and scale

up supportive services for people experiencing homelessness and people living in permanent supportive housing.

- Programs with a Fund Match Requirement: Programs that leverage federal or State funding but require local matching funds were prioritized.
- Historical Underspend: CEO-HI reviewed historical program expenditures, focusing on instances of underspending and opportunities to increase efficiency.
- Program Impact and Efficiencies: CEO-HI evaluated programs based on their measurable outcomes, overall impact, and opportunities for systemwide streamlining and efficiencies.
- Community and Stakeholder Input: CEO-HI incorporated feedback from the community, stakeholder listening sessions, and public comment into the decision-making process.

Embedding Equity

Over the past year, CEO-HI, in partnership with the CEO Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, has worked to advance and implement the County's racial equity framework within CEO-HI-funded programs, services, and housing. Key efforts over the past year include developing public-facing dashboards to track homelessness outcomes by race, implementing the Catalytic Equity Fund, and the onboarding of ARDI fellows to support project management and data tracking. Additional details on these initiatives can be found in Attachment X, which also provides updates on progress embedding racial equity across CEO-HI-funded efforts and outlines the next steps to ensure equity remains central to policy, planning, and service delivery.

Implementation of Strategic Plan Goals

The recommended actions are in compliance with the County Strategic Plan, Goal 1 - Make Investments That Transform Lives, and Goal 2 - Foster Vibrant and Resilient Communities.

FISCAL IMPACT/FINANCING

There is no net County cost impact from these funding recommendations. Upon Board approval of the funding recommendations, CEO-HI will incorporate the approved Measure A, Measure H, and State HHAP Round 5 Tranche 2 funding in the FY 2025-26 Budget. The approved actions will result in a total FY 2025-26 CEO-HI spending plan of \$908,009,000. This total consists of \$655,802,000 of Measure A funding, \$121,181,000 from the Measure H Committed Obligated Fund Balance, \$88,466,000 in Measure H anticipated carryover funding, and \$42,560,000 in HHAP Round 5 Tranche 2 funding. These budget changes will provide appropriation authority for the various departments and agencies to implement Measure A initiatives, the New Framework, Board Priorities, and the initiatives supporting the Emergency Declaration on Homelessness. The California Board of Equalization will begin collecting the Measure A half-cent sales tax from businesses and consumers on April 1, 2025.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On June 25, 2024, the Board approved an ordinance to place Measure A on the November 5, 2024, countywide ballot with a proposed ongoing half-cent sales tax to combat homelessness, which would repeal and replace Measure H on April 1, 2025. Additionally, the ordinance emphasized accountability by requiring the following:

Allocation Formula

As identified in the Measure A ordinance, the tax revenue shall be allocated to the County as follows:

1. 60% of the total tax revenue to the County for Comprehensive Homelessness Services:
 - a. Of the 60%, at least 15% of the funds shall be used for the Local Solutions Fund;
 - b. Of the 60%, at least 1.65% of the funds shall be used for Homelessness Solutions Innovations;
and
2. 1.25% of the total tax revenue to the County for Accountability, Data, and Research.

The remaining tax revenue shall be allocated to LACDA and LACAHSA at 3% and 35.75%, respectively.

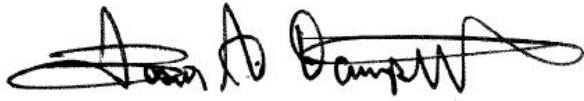
Accountability Measures

On an annual basis, the CEO will compile reports from Measure A funding recipients and file the compilation with the Auditor-Controller. These reports will include the amounts of tax that funding recipients collected and spent in the previous fiscal year, the status of any project or work of that funding recipient funded by the proceeds of this tax, and the funds carried over from previous years and to be carried over to future years. In addition, the Auditor-Controller will annually prepare and transmit to the Board and LACAHSA a report on receipts and expenditures in the preceding fiscal year. The County will also annually audit receipts and expenditures of the tax imposed under the Ordinance.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of these funding recommendations affirms the County's commitment to address and prevent homelessness in the County by investing in proven strategies and seeking new and innovative solutions to the many issues that contribute to homelessness.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Fesia A. Davenport', with a stylized, flowing script.

FESIA A. DAVENPORT

Chief Executive Officer

FAD:JMN:JG:CT:AI:RS:DZ:ns

Enclosures

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Aging and Disabilities
Alternate Public Defender
Animal Care and Control
Arts and Culture
Auditor-Controller
Beaches and Harbors
Child Support Services
Children and Family Services
Consumer and Business Affairs
Economic Opportunity
Fire
Health Services
Justice, Care and Opportunities
Mental Health
Military and Veterans Affairs
Parks and Recreation
Probation
Public Defender
Public Health
Public Social Services
Public Works
Regional Planning
Youth Development
LA Superior Court
Los Angeles County Development Authority
Los Angeles Homeless Services Authority
Los Angeles County Affordable Housing
Solutions Agency

On April 15, 2025, the Board of Supervisors approved an amended version of this attachment.

**Los Angeles County Chief Executive Office-Homeless Initiative
FY 2025-26 Funding Recommendations
Comprehensive Homelessness Services**

This chart represents the funding recommendations for the Chief Executive Office-Homeless Initiative for FY 2025-26. The funding represented in the amounts below are made up of ongoing Measure A tax proceeds, one-time Measure H carryover, and State Homeless Housing, Assistance and Prevention (HHAP) grant funding.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
COORDINATE				
Coordinated Entry System: <i>Regional Coordination</i> – supports the implementation and continuous quality improvement of the Coordinated Entry System (CES) infrastructure.	LAHSA	\$8,007,000	\$3,551,000	This service is being recommended for reduced Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The faith-based coordinators that were previously funded in this category are recommended to be funded in Homelessness Solutions Innovations as described in Attachment II.
Coordinated Entry System: <i>Capacity Building/ Technical Assistance (TA)/Training</i> – supports the Centralized Training Academy, a large-scale, accessible, and free countywide resource that provides in-depth training for staff working in the homeless services sector.	LAHSA	\$1,583,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
COORDINATE (Cont.)				
Coordinated Entry System: Youth Collaboration – supports Los Angeles Homeless Services Authority's (LAHSA) Homeless Youth Forum of Los Angeles and broader strategies to engage youth with lived experience to inform program and system planning efforts.	LAHSA	\$25,000	\$25,000	No Change.
Coordinated Entry System: Education Coordinators – supports County Office of Education (LACOE) and LA Unified School District (LAUSD) to support children and youth at risk of or experiencing homelessness to enroll in school, access academic records, engage in educational planning, and enroll in post-secondary education where applicable.	LAHSA	\$928,000	\$928,000	No Change.
Coordinated Entry System: Continuum of Care (CoC) Housing and Urban Development (HUD) Cash Match – supports Coordinated Entry System (CES) through a HUD Coordinated Assessment Expansion Grant, which includes cash matches for Los Angeles County (County) Homeless Management Information System (HMIS) Implementation and Domestic Violence (DV) CES Renewal.	LAHSA	\$599,000	\$961,000	Increase reflects additional match funding from the County for expansion of grant.
Coordinated Entry System: Planning Grant Renewal – supports LAHSA in receiving HUD Planning Grant funding of \$1.5M to evaluate and identify obsolete or under-performing projects and reallocate these funds to create new Permanent Supportive Housing (PSH).	LAHSA	\$95,000	\$95,000	No Change.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
COORDINATE (Cont.)				
Coordinated Entry System: Youth Homeless Demonstration Project (YHDP) Support – supports YHDP CES staffing, move-in assistance, and compensation for youth feedback.	LAHSA	\$333,000	\$333,000	No Change.
Coordinated Entry System: Homeless Count – supports costs associated with the federally mandated annual Homeless Count, a point-in-time (PIT) survey which counts individuals and families experiencing homelessness.	LAHSA	\$184,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter. The Homeless Count is recommended to be funded in Accountability, Data, and Research as described in Attachment II.
Coordinated Entry System: Staff and Administration – supports staffing and administrative costs for CES efforts administered by LAHSA.	LAHSA	\$2,408,000	\$2,015,000	Decrease reflects reductions in staff and administrative costs associated with the funding decreases in this service category.
Coordinated Entry System: Referral, Access and Data Unit – supports Department of Mental Health (DMH) CES participation, including PSH matching, verification of eligibility for DMH housing, and data management.	DMH	\$603,000	\$661,000	Increase reflects potential estimated COLA adjustment.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
COORDINATE (Cont.)				
Coordinated Entry System: <i>Improved Coordination for Document Readiness</i> – supports streamlining the process to ensure veterans are document ready, facilitating faster access to essential identification and social security cards necessary for housing applications.	MVA	\$250,000	\$258,000	Increase reflects potential estimated COLA adjustment.
COORDINATE SUBTOTAL		\$15,015,000	\$8,827,000	
PREVENT				
Problem-Solving: Problem-Solving – supports the Problem-Solving program, which provides interventions to all populations at the start of their housing crisis or after they enter the system. Services include light touch housing resolution through conversation, mediation, negotiation, and cash assistance.	LAHSA	\$550,000	\$0	Problem-solving is being combined with Shallow Subsidy to maximize system efficiencies and increase flexibility.
Problem-Solving: Administration – supports administrative costs for problem-solving efforts administered by LAHSA.	LAHSA	\$48,000	\$0	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.
Targeted Prevention: <i>Homeless Prevention Case Management & Financial Assistance (Families & Individuals)</i> – supports families, individuals, and youth at risk of homelessness through individualized, client-driven assistance, including rental arrears, rental assistance, and case management to retain existing or secure other permanent housing.	LAHSA	\$15,605,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
PREVENT (Cont.)				
Targeted Prevention: Youth Family Reconnection – supports therapeutic interventions to assist transition age youth (TAY) with building and strengthening positive relationships with biological or non-biological family.	LAHSA	\$1,866,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Targeted Prevention: Staff and Administration – supports staffing and administrative costs for prevention efforts administered by LAHSA.	LAHSA	\$2,063,000	\$0	Decrease reflects reductions in staff and administrative costs associated with the funding decreases in this service category.
Targeted Prevention: Homelessness Prevention Unit – supports the pilot Homeless Prevention Unit (HPU), which uses predictive analytics to identify and support clients at the highest risk of homelessness.	DHS	\$504,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter. HPU is recommended to be funded in Homelessness Innovations Solutions in Attachment II.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
PREVENT (Cont.)				
Targeted Prevention: <i>Emergency Basic Support Services</i> – supports case management and financial assistance to families with closed Department of Children and Family Services (DCFS) cases/investigations and community families with no DCFS involvement experiencing housing insecurity.	DCFS	\$500,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Targeted Prevention: <i>Housing Related Assistance</i> – supports case management and housing navigation services for transition age youth participating in the Supervised Independent Living Program.	DCFS	\$300,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
PREVENT SUBTOTAL		\$21,436,000	\$0	
CONNECT				
Coordinated Outreach & Engagement: <i>Emergency Centralized Response Center (ECRC)</i> – supports the centralized response call center to enhance coordination and communication for outreach efforts and encampment resolutions in partnership with elected officials, jurisdictions, governmental agencies, and outreach teams.	CEO	\$0	\$2,823,000	Increase reflects implementation of ECRC per the September 24, 2024, Board of Supervisor's (Board) motion entitled Establishing an Emergency Regional Response Center.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
CONNECT (Cont.)				
Coordinated Outreach & Engagement: Countywide Outreach System – supports regional outreach coordinators who engage and connect unsheltered people experiencing homelessness (PEH) to needed resources and services with the ultimate goal of connecting them with permanent housing.	LAHSA	\$988,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Coordinated Outreach & Engagement: Staff and Administration – supports staffing and administrative costs for coordinated outreach and engagement efforts administered by LAHSA.	LAHSA	\$9,422,000	\$9,710,000	Increase reflects potential estimated COLA adjustment.
Coordinated Outreach & Engagement: Countywide Outreach System/MDTs – supports Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered PEH with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist.	DHS	\$27,335,000	\$27,633,000	Increase reflects minor adjustments to actual program costs.
Coordinated Outreach & Engagement: Staff and Administration – supports staffing and administrative costs for coordinated outreach and engagement efforts administered by DHS.	DHS	\$3,935,000	\$3,609,000	Decrease reflects the reduction of two FTEs from the Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The two FTEs are recommended to be funded in Accountability, Data, and Research as described in Attachment II.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
CONNECT (Cont.)				
Coordinated Outreach & Engagement: <i>Countywide Outreach System/Public Health Nurses (PHN)</i> – supports public health nurses with systems-level care coordination and limited clinical services. PHNs assess the existing public health needs in their region, strategize with local PEH stakeholders and providers to incorporate public health best practice in communicable and chronic disease screening, reporting, and referrals.	DPH	\$1,046,000	\$0	This service is being recommended for reduced Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. This service is being consolidated with Mobile Public Health Clinical Services for PEH. The criteria used to prioritize services for funding are included in the Board Letter.
Coordinated Outreach & Engagement: <i>Encampment Assessments</i> – supports Department of Public Health (DPH) Environmental Health with conducting assessments of homeless encampments, identifying environmental health hazards, and providing technical assistance to outreach teams and other agencies serving PEH.	DPH	\$179,000	\$185,000	Increase reflects potential estimated COLA adjustment
Coordinated Outreach & Engagement: <i>Mobile Public Health Clinical Services for PEH</i> – supports coordination and delivery of low-barrier access to vaccination, screening, and harm reduction services for PEH throughout the County.	DPH	\$1,579,000	\$2,000,000	Increase reflects partial consolidation with Countywide Outreach System/ Public Health Nurses budget line item and potential estimated COLA adjustment.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
CONNECT (Cont.)				
Coordinated Outreach & Engagement: Veteran Call Center – supports a centralized call center designed to streamline and optimize support for homeless veterans.	MVA	\$153,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter. The Veteran Call Center is recommended to be funded in Homelessness Innovations Solutions in Attachment II.
Jail-In Reach – supports jail in-reach and post-release case management to individuals in LA County jail facilities who are experiencing homelessness.	DHS	\$2,320,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Jail-In Reach – supports four LA County Sheriff's Department Custody Assistants who coordinate jail in-reach services at each facility with DHS staff and community-based organizations.	LASD	\$546,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
CONNECT (Cont.)				
Navigation: <i>Housing Navigation</i> – supports housing navigation, which assists PEH with identifying, viewing, and inspecting units; reviewing and negotiating lease terms; financial assistance for application fees, transportation costs, and security deposits; as well as landlord incentives.	LAHSA	\$17,319,000	\$12,342,000	Decrease reflects an adjustment to the estimated actual amount needed in FY 2025-26.
Navigation: <i>Campus Peer Navigation</i> – supports co-location of Youth CES staff at community college campuses to assist students at-risk of homelessness with accessing mainstream or CES resources to end their housing crisis.	LAHSA	\$1,094,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Navigation: <i>Administration</i> – supports administrative costs for housing navigation efforts administered by LAHSA.	LAHSA	\$1,601,000	\$1,073,000	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.
Access Centers: <i>Mobile Showers</i> – supports mobile shower sites operated by service providers.	LAHSA	\$889,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
CONNECT (Cont.)				
Access Centers: Safe Parking – supports Safe Parking which provides a safe and stable parking environment with supportive services for households experiencing homelessness who are living in their vehicles.	LAHSA	\$1,716,000	\$1,716,000	No Change.
Access Centers: Administration – supports administrative costs for access center efforts administered by LAHSA.	LAHSA	\$226,000	\$149,000	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.
Access Centers: Accessible Homeless Veteran Resource Centers – supports the development of Homeless Veteran Resource Centers in strategic partnership with cities, aiming to enhance and expand pathways that connect veterans experiencing homelessness to vital housing and services.	MVA	\$153,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter. The Accessible Homeless Veteran Resource Centers are recommended to be funded in Homelessness Innovations Solutions in Attachment II.
CONNECT SUBTOTAL		\$70,501,000	\$61,240,000	

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE				
Interim Housing: <i>Interim Housing</i> – supports short-term housing and/or emergency beds for PEH with supportive services and case management. Programs serve families, transition age youth, and individuals including sub-populations including but not limited to women, older adults, individuals experiencing domestic/intimate partner violence (DV/IPV) and others.	LAHSA	\$77,470,000	\$78,970,000	Increase reflects small increase in number of beds.
Interim Housing: <i>Staff and Administration</i> – supports staffing and administrative costs for interim housing efforts administered by LAHSA.	LAHSA	\$9,158,000	\$9,395,000	Variance reflects a reduction in FTEs associated with efficiencies and potential estimated COLA adjustment.
Interim Housing: <i>Interim Housing</i> – supports stabilization housing, which provides 24-hour interim housing beds for PEH with supportive services and case management for people with complex health and/or behavioral health conditions who require a higher level of onsite supportive services, and recuperative care, which provides the same services as stabilization housing with added medical oversight.	DHS	\$70,611,000	\$71,130,000	Increase reflects a small increase in number of beds.
Interim Housing: <i>Staff and Administration</i> – supports staffing and administrative costs for interim housing efforts administered by DHS.	DHS	\$11,398,000	\$11,464,000	Increase reflects an adjustment in position type for some positions and potential estimated COLA adjustment.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Interim Housing: <i>Interim Housing</i> – supports staffing costs for DMH for staff who work with DHS and LAHSA to triage interim housing referrals as part of "air traffic control" and ensure appropriate placement.	DMH	\$221,000	\$268,000	Increase reflects potential estimated COLA adjustment and increase in administrative costs.
Interim Housing: <i>Interim Housing</i> – supports Recovery Bridge Housing beds, which provide interim housing to clients co-enrolled in a substance use disorder treatment program.	DPH	\$11,340,000	\$12,668,000	Increase reflects Recovery Bridge Housing rate increase and potential estimated COLA adjustment.
Interim Housing: <i>Interim Housing Inspections</i> – supports regular inspections of interim housing facilities to ensure they are within approved living standards and comply with applicable laws and ordinances.	DPH	\$681,000	\$703,000	Increase reflects potential estimated COLA adjustment.
Interim Housing: <i>Emergency Housing</i> (previously referred to as Transitional Housing for Special Populations: <i>Bureau of Disease Control Incentive/Enabler Project</i>) – supports PEH served by DPH Communicable Disease Programs in need of temporary lodging, meals, and transportation in order to complete recommended communicable disease treatment, isolation, and/or quarantine.	DPH	\$413,000	\$100,000	This service is being recommended for reduced Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. In addition to being served through the DPH Emergency Housing program, PEH served by DPH's Communicable Disease Programs will also be assisted with accessing other interim housing programs as appropriate and as needed.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Interim Housing: <i>Interim Housing</i> – supports maintenance of County-owned interim housing sites that are serviced by the County's Internal Services Department staff to ensure safe and hygienic conditions at all sites.	CEO	\$460,000	\$604,000	Increase reflects planned maintenance of County-owned interim housing sites.
Transitional Housing for Special Populations: <i>Transitional Housing for Transitional Age Youth (TAY)</i> – supports Housing First, low-barrier, harm reduction-based transitional housing for TAY and is part of a crisis response program that provides safe, client-driven supportive services and access to 24-hour interim housing for young people ages 18 to 24.	LAHSA	\$15,514,000 [\$10,138,000 (Measure H) \$5,376,000 (HHAP)]	\$15,514,000 [\$11,151,600 (Measure A) \$4,362,400 (HHAP)]	No Change.
Transitional Housing for Special Populations: <i>Host Homes for TAY</i> – supports Host Homes, a Housing First and harm reduction-based housing model that is part of a crisis response program which provides safe, client-drive supportive services and access to community residents ("hosts") who also live in the housing unit.	LAHSA	\$967,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Transitional Housing for Special Populations: <i>TAY Direct Cash Transfer Pilot</i> – supports addressing young adult homelessness through the provision of direct financial assistance and optional supportive services to increase positive housing outcomes among young people (ages 18-24).	LAHSA	\$1,322,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Transitional Housing for Special Populations: Staff and Administration – supports administrative costs for transitional housing efforts administered by LAHSA.	LAHSA	\$1,433,000	\$1,349,000	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.
Time-Limited Subsidies: Shallow Subsidy and Problem-Solving – supports the 1) Shallow Subsidy program, which provides financial assistance for a household's monthly rent for a period of up to five years, as well as case management and housing-focused supportive services and 2) Problem-Solving program, which provides interventions to all populations at the start of their housing crisis or after they enter the system including light touch housing resolution through conversation, mediation, negotiation, and cash assistance.	LAHSA	\$12,025,000	\$12,025,000	No Change.
Time-Limited Subsidies: Time-Limited Subsidies (TLS) – supports the TLS program, which connects families, individuals, and youth experiencing homelessness, as well as households fleeing/attempting to flee DV/IPV, and/or human trafficking who are experiencing homelessness, to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.	LAHSA	\$47,074,000	\$47,074,000	No Change.
Time-Limited Subsidies: Staff and Administration – supports staffing and administrative costs for TLS and Shallow Subsidy efforts administered by LAHSA.	LAHSA	\$9,490,000	\$9,664,000	Variance reflects a reduction in FTEs associated with efficiencies and potential estimated COLA adjustment.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Time-Limited Subsidies: <i>Subsidized Housing for Homeless Disabled Individuals Pursuing SSI</i> – supports rental subsidies for PEH or at risk of homelessness who are receiving General Relief benefits and pursuing Supplemental Security Income (SSI).	DPSS	\$10,415,000	\$10,415,000	No Change.
Permanent Supportive Housing: <i>Intensive Case Management Services (ICMS)</i> – supports the ICMS program, which provides a range of tailored supportive services designed to meet the individual needs of clients in PSH, including outreach and engagement; intake and assessment; housing navigation; housing case management; housing stabilization; eviction prevention; linkages to health, mental health, and substance use disorder services; benefits establishment; vocational assistance; and more.	DHS	\$77,312,000 [\$27,864,000 (Measure H) \$49,448,000 (HHAP)]	\$107,036,000 [\$68,838,000 (Measure A) \$38,198,000 (HHAP)]	Increase reflects overall increase in ICMS slots in FY 2025-26 to support additional PSH units/ subsidies, annualization of new slots added throughout FY 2024-25, and CalAIM assumptions.
Permanent Supportive Housing: <i>Rental Subsidies/Tenancy Support Services</i> – supports locally funded rental subsidies for a subset of PSH clients and Tenancy Support Services, which include move-in assistance, crisis intervention, health and safety visits, unit habitability inspections, support with reasonable accommodations, administration of timely rental payments, and coordination with landlords to address unit or tenancy issues.	DHS	\$45,753,000	\$49,305,000	Increase reflects an increase in the number of locally funded rental subsidies.
Permanent Supportive Housing: <i>Staff and Administration</i> – supports staffing and administrative costs for PSH efforts administered by DHS.	DHS	\$27,696,000	\$29,997,000	Increase reflects increased administrative costs associated with the increase in slots and potential estimated COLA adjustment.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Permanent Supportive Housing: <i>Permanent Housing for Older Adults</i> – supports a new initiative to provide direct housing assistance for General Relief recipients who are older adults. Direct housing assistance will be provided to support pathways to permanent housing and long-term housing stability for older adults living in poverty and currently experiencing or at risk of experiencing homelessness while strengthening connections to the County's social safety net. The project is estimated to serve approximately 700 older adults annually. The Homeless Initiative, Poverty Alleviation Initiative, DPSS, Aging and Disabilities Department, and other County departments, and stakeholders will partner to develop and implement this new initiative, and it will be included in the Measure A evaluation agenda.	CEO	\$0	\$5,000,000	Increase reflects implementation per the Board's motions entitled Building Los Angeles County's Prevention Infrastructure approved on July 25, 2023, and Piloting a Comprehensive Crisis Response to Ensure Post-COVID-19 Housing for Homeless Older Adults in Los Angeles County approved on April 14, 2020.
Permanent Supportive Housing: <i>Housing Supportive Services Program (HSSP) Staff and Administration</i> – supports staffing and administrative costs for PSH programs including HSSP efforts administered by DMH.	DMH	\$2,569,000	\$2,985,000	Increase reflects potential estimated COLA adjustment and increase in administrative costs.
Permanent Supportive Housing: <i>Client Engagement and Navigation Services (CENS)</i> – supports CENS Substance Use Disorder counselors serving clients living in project and tenant-based PSH.	DPH	\$3,062,000	\$3,606,000	Increase reflects potential estimated COLA adjustment for County staff and rate adjustment for contracted staff.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Housing Acquisition: <i>Homeless Incentive Program</i> – supports the Homeless Incentive Program for participating Public Housing Authorities, which provides clients matched to federal subsidies with services such as move-in assistance and security deposits as well as landlord recruitment and incentive programs.	LACDA	\$11,043,000	\$11,357,000	Increase reflects an increase in households and an increase in estimated cost per household.
Housing Acquisition: <i>Residential Property Services Section (RPSS)</i> – supports multi-year agreements between service providers and owners of multi-family buildings. 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.	LAHSA	\$7,192,000	\$5,349,000	LAHSA will use other funding sources to pay for the variance.
Housing Acquisition: <i>Housing Location</i> – supports clients in the homelessness services system in securing housing through engagement with landlords and provides incentives, and support for landlords, property owners, and property managers. Cultivates and sustains a deep network of providers and properties with the inventory of units centralized, categorized, accessible, and searchable in a user-friendly, online inventory management system maintained in real-time.	LAHSA	\$5,000,000	\$5,000,000	No Change.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
HOUSE (Cont.)				
Housing Acquisition: <i>Master Leasing</i> – supports LAHSA in centralizing the leasing of 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 vouchers.	LAHSA	\$12,991,000	\$7,000,000	Decrease reflects an adjustment to the estimated actual amount needed in FY 2025-26.
Housing Acquisition: <i>Unit Acquisition Vendors</i> – supports Unit Acquisition 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.	LAHSA	\$1,000,000	\$0	Decrease reflects consolidation with Housing Acquisition: Staff and Administration.
Housing Acquisition: <i>Staff and Administration</i> – supports staffing and administrative costs for housing acquisition efforts administered by LAHSA.	LAHSA	\$3,867,000	\$4,293,000	Variance reflects increased FTEs, potential estimated COLA adjustment, and reductions in administrative costs associated with the funding decreases in this service category.
HOUSE SUBTOTAL		\$477,477,000	\$512,271,000	

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
STABILIZE				
Benefits Advocacy: Benefits Advocacy – supports DHS Countywide Benefits Entitlements Services Team (CBEST) program, which provides people at risk of or experiencing homelessness with SSI, Social Security Disability Income (SSDI), and Cash Assistance Program for Immigrants (CAPI) benefits advocacy services. Funding is allocated to DPSS and matched to federal dollars then provided to DHS.	DPSS	\$5,000,000	\$5,000,000	No Change.
Benefits Advocacy: Benefits Advocacy – supports DMH staff to conduct mental health assessments and provide mental health records to support applications for SSI, SSDI, CAPI, and veterans' benefits.	DMH	\$1,513,000	\$1,544,000	Increase reflects potential estimated COLA adjustment.
Benefits Advocacy: Benefits Advocacy – supports MVA with providing veterans with benefits advocacy services.	MVA	\$1,353,000	\$1,372,000	Increase reflects potential estimated COLA adjustment.
Legal & Financial Services: Legal Services – supports legal services for clients that includes assistance with eviction prevention, landlord dispute resolution, credit resolution advocacy, criminal record expungement, and other legal services that relate to housing retention and stabilization, as well as resolving legal barriers that impact a person's ability to access permanent housing, social service benefits, and stable employment.	LAHSA	\$2,985,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Legal & Financial Services: Administration – supports administrative costs for legal and financial services efforts administered by LAHSA.	LAHSA	\$259,000	\$0	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
STABILIZE (Cont.)				
Critical Documents & Background Clearing: <i>Criminal Records Clearing Projects</i> – supports services to clear felony and misdemeanor records at outreach events throughout the County via Public Defender mobile legal clinics, streamlining the expungement process for people experiencing or at risk of homelessness. These services help remove barriers to housing, employment, and government benefits.	PD	\$3,511,000	\$2,000,000	This service is being recommended for reduced Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Employment & Income Support: <i>Employment for Adults Experiencing Homelessness</i> – supports the Regional Initiative for Social Enterprises (LA:RISE) that unites the City of LA and County Workforce Development System with employment Social Enterprises to assist those impacted by homelessness get good jobs and remain employed.	DEO	\$8,427,000	\$1,780,000	This service is being recommended for reduced Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.
Employment & Income Support: <i>Staff and Administration</i> – supports administrative costs for employment efforts administered by LAHSA.	DEO	\$1,015,000	\$220,000	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.
Employment & Income Support: <i>Employment Services</i> – supports Employment Specialists who provide employment services to people experiencing homelessness and Employment Liaisons who provide regional-level coordination with public workforce development entities and employers.	LAHSA	\$3,064,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter.

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
STABILIZE (Cont.)				
Employment & Income Support: Administration – supports administrative costs for employment and income support efforts administered by LAHSA.	LAHSA	\$266,000	\$0	Decrease reflects reductions in administrative costs associated with the funding decreases in this service category.
STABILIZE SUBTOTAL		\$27,393,000	\$11,916,000	
LOCAL JURISDICTIONS				
Cities and Councils of Government (COGs): Cities/COGs – supports the Local Solutions Fund, which advances the most impactful evidence-based regional and local co-investment solutions that result in effective pathways to housing and services.	CEO	\$20,500,000	\$0	This service is not being recommended for Comprehensive Homelessness Services funding in FY 2025-26 due to insufficient funds. The criteria used to prioritize services for funding are included in the Board Letter. Funding for local jurisdictions is in the Local Solutions Funds in Attachment III.
Continuum of Cares (CoCs): CoC – supports the Long Beach, Pasadena, and Glendale CoCs which receive a direct allocation of funding for Homeless Prevention, Outreach, Interim Housing, Housing Navigation, Housing Location, and Time Limited Subsidies.	CEO	\$10,000,000	\$10,000,000	No Change.
Encampment Resolution: Pathway Home – supports Pathway Home efforts to resolve encampments countywide in partnership with local jurisdictions and unincorporated communities.	CEO	\$10,000,000*	\$10,000,000*	No Change.
LOCAL JURISDICTION SUBTOTAL		\$40,500,000	\$20,000,000	

Strategy & Service Type	Lead Agency/ Dept.	FY 2024-25 Total Funding Allocation	FY 2025-26 Total Funding Recommendation	Explanation of Variance from FY 2024-25
ADMINISTRATION				
Administration: Administration – supports the Homeless Initiative's ongoing programmatic, fiscal, and contractual administration and oversight functions, ensuring accountability and the equitable distribution of funds in alignment with Measure A. This effort includes promoting transparency and accountability through independent audits, fostering innovation, coordinating regional plans, deploying and managing local solutions funds, and providing ongoing community education.	CEO	\$20,000,000	\$23,005,000	Increase reflects staffing to support Pathway Home; the expanded and expedited clean-up program; coordination with local jurisdictions; the Executive Committee for Regional Homeless Alignment and Leadership Table for Regional Homeless Alignment; and budget, fiscal, and contract oversight and management associated with Measure A.
ADMINISTRATION SUBTOTAL		\$20,000,000	\$23,005,000	
GRAND TOTAL		FY 2024-25 TOTAL FUNDING RECOMMENDATION \$672,322,000 Comprised of: Measure H \$617,498,000 HHAP \$54,824,000	FY 2025-26 TOTAL FUNDING RECOMMENDATION \$637,259,000 Comprised of: Measure A \$535,455,000 Measure H \$59,244,000 HHAP \$42,560,000	

*This is funding a component of the Pathway Home budget which is represented in its entirety in Attachment VI.

**Los Angeles County Chief Executive Office-Homeless Initiative
FY 2025-26 Funding Recommendations
Other Measure A Funding Categories**

This chart represents the proposed funding recommendations for allocations outlined in Measure A for Homelessness Solutions Innovations and Accountability, Data, and Research funding categories. Per Measure A, Homelessness Solutions Innovations allocation will fund new strategies and demonstration projects designed to achieve the goals stated in the Ordinance and Accountability, Data, and Research funding will promote accountability, oversight, universal data, outcome evaluation and expand capacity for data collection and reporting by Measure A funding recipients, contractors, and service providers.

HOMELESSNESS SOLUTIONS INNOVATIONS		
Service Type	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation
COORDINATE		
Faith-Based Regional Coordinators (FBRCs) – supports FBRCs to provide leadership and drive partnerships between faith-based organizations and the homeless services system. Funding supports 8 Faith-Based Coordinators. These positions were funded by Measure H in FY 2024-25 and need Measure A funding to continue in FY 2025-26. This service will be included in the Measure A evaluation agenda.	LAHSA	\$600,000
Administration (8%) – supports administrative costs for FBRCs' efforts as administered by LAHSA.	LAHSA	\$52,000
PREVENT		
Homeless Prevention Unit – supports the pilot Homeless Prevention Unit (HPU), which uses predictive analytics to identify and support clients at the highest risk of homelessness. This data-driven prevention program identifies County residents who are at high risk of becoming homeless and supports them in stabilizing their housing and improving their overall health. Services include flexible financial assistance, including rental assistance, utility assistance, vehicle repair and debt resolution, as well as linkages to County services such as health and mental health services, substance use treatment, employment/education support, benefits advocacy, and legal services. The funding is estimated to support 300 slots and 750 clients annually. HPU is undergoing an evaluation by an outside evaluator, which will inform next steps. HPU has been funded with one-time funding that is expiring and needs Measure A funding to complete the pilot phase.	DHS	\$6,300,000

HOMELESSNESS SOLUTIONS INNOVATIONS (Cont.)		
Service Type	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation
PREVENT (Cont.)		
Youth Homelessness and Prevention – supports a new initiative to provide direct housing assistance for General Relief recipients who are system-impacted Transition-Age Youth (TAY) at higher risk of long-term homelessness. Direct housing assistance will be provided to support pathways to long-term housing stability for system-involved youth who are currently experiencing or at risk of homelessness. This initiative will also strengthen connections to the County's social safety net. The project is estimated to serve approximately 500 TAY annually. The Homeless Initiative, Poverty Alleviation Initiative, County departments, and stakeholders will partner to develop and implement this new initiative, and it will be included in the Measure A evaluation agenda.	CEO	\$3,332,000
CONNECT		
Veteran Call Center – supports a centralized call center designed to streamline and optimize support for homeless veterans. By creating a single point of contact, the call center ensures that veterans receive immediate, coordinated access to critical homeless services and resources. Funding supports one MVA FTE. This is a new initiative funded by Measure H in FY 2024-25 that needs Measure A funding to continue in FY 2025-26. This service will be included in the Measure A evaluation agenda.	MVA	\$158,000
Homeless Veteran Resource Centers – supports the development of Homeless Veteran Resource Centers in strategic partnership with cities, aiming to enhance and expand pathways that connect veterans experiencing homelessness to vital housing and services. Funding supports one MVA FTE. This is a new initiative funded by Measure H in FY 2024-25 that needs Measure A funding to continue in FY 2025-26. This service will be included in the Measure A evaluation agenda.	MVA	\$158,000
TOTAL FY 2025-26 HOMELESSNESS SOLUTIONS INNOVATIONS		\$10,600,000

ACCOUNTABILITY, DATA, AND RESEARCH

Service Type	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation
Homeless Count – supports costs associated with the federally-mandated annual Homeless Count, a Point-in-Time (PIT) survey which counts individuals and families experiencing homelessness. Measure A requires that 1) funding for programs and services should be allocated according to need and equity, considering factors such as the PIT count or other similar measures of the population experiencing homelessness or housing instability; 2) the Local Solutions Fund shall be distributed to cities, Councils of Government, and to the County on behalf of unincorporated areas via a formula based on the PIT count and/or similar measures of people experiencing homelessness; and 3) that baseline and target metrics must be formulated by April 1, 2025, and reported on regularly. The Data Subcommittee has recommended using PIT count data as one of the data sources for the baseline and target metrics. Measure H funding has supported the PIT count. This reflects an increase in funding to support continuous improvement and enhancement of the PIT count.	LAHSA	\$384,000
HMIS Bitfocus – supports the Homeless Management Information System (HMIS) platform, which collects client-level, systemwide information about services provided to people experiencing homelessness and those who are at risk of homelessness. Supports the ability to track client outcomes as well as measure and evaluate program effectiveness. HMIS is essential for Measure A requirements related to accountability, reporting, oversight, evaluation, impact of investments, and universal data plan. This had previously been funded with one-time funding that is no longer available in FY 2025-26. Ongoing funded is needed to support Measure A data needs.	LAHSA	\$2,100,000
Client Portal – supports the development and implementation of a new online portal for homeless services providers and clients to access their HMIS data. The client portal is aligned with Measure A expectations related to accountability and transparency.	LAHSA	\$143,000
Administration (8%) – supports administrative costs for accountability, data, and research efforts administered by LAHSA.	LAHSA	\$228,000
Accountability, Data and Research Staff – supports CEO staff assigned to Measure A requirements related to accountability, oversight, transparency, data, and evaluation. Specifically, the Measure A ordinance requires that the County provide sufficient staffing for research, evaluation, data management, data integration, and monitoring of the progress of evaluations to provide centralized program oversight. It also requires evaluating progress toward reducing racial disparities and the disproportionate impact of homelessness and housing insecurity for critical populations. This supports 8 FTEs including 4 that had been previously funded with Measure H and 4 new FTEs to support new and increased Measure A requirements.	CEO	\$2,389,000

ACCOUNTABILITY, DATA, AND RESEARCH (Cont.)		
Service Type	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation
Accountability, Data and Research, Contractors, Consultants, Technology and Services – supports consultants, technology, and the annual evaluation agenda procured through a competitive solicitation process in alignment with the requirements of Measure A and the objectives of the Blue-Ribbon Commission on Homelessness Executive Steering Committee on Information Technology and Data Governance.	CEO	\$6,347,000
Community Engagement and Accountability – supports Measure A-required 1) public listening and learning sessions to report on available data about perceived and emerging homelessness services and affordable housing needs in the County; and 2) ongoing community education efforts on homelessness and affordable housing as well as goals, progress, and objectives. Measure H has funded community engagement sessions for the annual funding recommendation process. This funding expands the scope of community engagement and supports year-round engagement.	CEO	\$500,000
Accountability, Data and Research Staff – supports DHS staff assigned to Measure A requirements related to accountability, oversight, transparency, data, and evaluation. Specifically, the Measure A ordinance requires that the County provide sufficient staffing for research, evaluation, data management, data integration, and monitoring of the progress of evaluations. DHS operates the California Health Access Model Program, also known as CHAMP, which is one of the largest homelessness data systems in the County and which shares information with HMIS and InfoHub. This supports 6 FTEs which were previously funded with Measure H.	DHS	\$1,293,000
TOTAL FY 2025-26 ACCOUNTABILITY, DATA, AND RESEARCH		\$13,384,000

**Los Angeles County Chief Executive Office-Homeless Initiative
FY 2025-26 Funding Recommendations
Measure A Local Solution Fund Formula Recommendation**

As outlined in the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A or Ordinance), at least 15% of the tax proceeds designated for Comprehensive Homelessness Services must be allocated to the Local Solutions Fund (LSF). In Fiscal Year (FY) 2025-26, this is estimated to be \$96,363,000 and will support cities, Councils of Government (COGs), and unincorporated areas in implementing programs related to homelessness prevention, homelessness services, and affordable housing. The Ordinance requires that the LSF be distributed based on the Point-in-Time (PIT) count, or a similar measure approved by the Board of Supervisors (Board) in consultation with cities.

LOCAL SOLUTIONS FUND		
Service Type	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation
Local Jurisdictions – supports cities, COGs, and unincorporated areas through the allocation of Local Solutions Funds for programs including homelessness prevention, homelessness services, or affordable housing in alignment with Measure A.	CEO	\$96,363,000
TOTAL FY 2025-26 LOCAL SOLUTIONS FUND		\$96,363,000

To develop an equitable allocation formula, the Chief Executive Office-Homeless Initiative (CEO-HI) evaluated various measures of homelessness and engaged stakeholders through informational webinars, surveys, and public presentations. Using this collaborative process, CEO-HI developed multiple options for consideration.

Formula Development Process

To design the funding formulas, CEO-HI evaluated eight direct and proxy measures to support the distribution plan, assessing each for accuracy, availability, and impact. Using this analysis, CEO-HI selected the following three measures for use in FY 2025-26:

- **PIT Count:** Annual survey required by the U.S. Department of Housing and Urban Development to measure homelessness.
- **American Community Survey (ACS) Data:** Focuses on families with an annual income of less than \$10,000, serving as a proxy for the deep poverty correlated with the doubled-up student homelessness not included in the PIT count.
- **Very Low-Income Regional Housing Needs Allocation (VLI-RHNA):** Measures each jurisdiction's progress toward Very Low-Income housing goals, which is essential for preventing and ending homelessness across Los Angeles County (County).

CEO-HI then developed six exploratory formula options using one or more of these measures:

1. **Multi-Year Average PIT Count:** Allocates funding based on the average of the past two years' PIT data.
2. **One-Year Most Recent PIT Count:** Uses the latest PIT data.
3. **Multi-Year Average PIT Count + Incentive:** Includes a 10% incentive for progress.
4. **Multi-Year Average PIT Count + ACS Proxy:** Allocates 10% using ACS data proxy for student homelessness.
5. **Multi-Year Average PIT Count + VLI-RHNA:** Combines PIT data with VLI-RHNA goals.
6. **Multi-Year Average PIT Count + ACS Proxy + VLI-RHNA:** A blended approach using all three measures.

Stakeholder Engagement & Feedback

Measure A was certified by the County Registrar-Recorder/County Clerk on December 3, 2024. Since then, CEO-HI engaged stakeholders regarding the LSF Formula and gathered feedback. Both are summarized below.

Stakeholder Engagement

- **Briefings and Webinars:** Conducted for Board offices and local jurisdictions in December 2024 and January 2025, supplemented with briefing slides and detailed formula options.
- **Online Materials:** Posted all information, including webinar videos, on the [CEO-HI Local Jurisdictions Website](#) for stakeholders unable to participate in the other forums and for additional reference.
- **Surveys and Meetings:** Distributed information through emails and the CEO-HI *Municipal Minute* update and collected input through an online survey. The CEO-HI Municipal Relations team also provided presentations at COG meetings and other public forums such as the Independent Cities Association, Contract Cities Association, League of California Cities, and Executive Committee for Regional Homeless Alignment meetings, as well as the City of Los Angeles' Housing & Homeless Committee and County's Homeless Policy Deputies' Meeting.

Feedback Summary

- There was no consensus on a top formula choice, as most jurisdictions expressed a preference for the formula that yielded the most funding for their respective jurisdiction(s). However, jurisdictions favored Formula #1, Formula #4, Formula #5, and Formula #6.
- Formula #2 and Formula #3 were the least favored.
- Three COGs submitted modified formulas for consideration, and their feedback was incorporated into the final recommendation.
- In addition to formula preferences, stakeholders weighed in on topics such as measure accuracy, equitable allocations, timeline/process, policy guardrails, regional alignment and duplication risks, data quality, minimum floors, incentive fund design, funding sufficiency, performance/accountability, relationship to "local return", formula evolution, relationship to other County funding, contracting issues, and the relationship between allocation formulas and allowable uses of funds.

Recommended Local Solutions Fund Formula

Based on feedback from Board offices, city partners, and COGs, CEO-HI recommends Formula #6, with modifications informed by stakeholder input, as it offers the best opportunity for consensus and compromise among jurisdictional partners.

Recommended Formula #6

- **90%** from a Multi-Year Average PIT Count (averaging the last two years and updating to a three-year average in future years).
- **5%** from ACS Data as a proxy for doubled-up student homelessness.
- **5%** from VLI-RHNA, measuring progress toward very low-income housing goals.

Modifications Based on Feedback

- Gradually update the Multi-Year Average PIT Count to a three-year average.
- Replace the ACS proxy with Homeless Student Enrollment Data once made available by cities.
- If LSF underspend exceeds 30% in two consecutive years triggering a redirection of funding per Measure A, use it to create an incentive fund for improving data quality and tracking progress toward Measure A goals. In subsequent years, such a fund could incentivize LSF-funded activities and programs that result in demonstrable progress toward Board-approved Measure A goals.

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 this process. This approach directs a majority of funding to the cities with the two largest PIT Counts while providing a financial incentive for all jurisdictions to continue developing Very Low-Income housing. Additionally, the formula acknowledges the deep family impoverishment that drives housing insecurity and doubled-up student homelessness across all cities in the County.

**Los Angeles County Chief Executive Office-Homeless Initiative
FY 2025-26 Funding Recommendations
LAHSA One-Time Carryover**

This chart presents the recommended allocations for Chief Executive Office-Homeless Initiative strategies approved by the Board of Supervisors in FY 2024-25 but not anticipated to be expended due to invoicing delays from various service providers. Funding will be used for invoices from Los Angeles Homeless Services Authority (LAHSA) for services rendered in FY 2024-25 that were received after the Auditor-Controller's year-end deadline.

FY 2024-25 ONE-TIME MEASURE H CARRYOVER FOR BOARD APPROVAL			
Strategy	Lead Agency/ Dept.	Total FY 2024-25 Funding Allocation	FY 2024-25 Unavoidable Measure H Carryover into FY 2025-26
COORDINATE			
Coordinated Entry System (CES) – supports various LAHSA CES programming.	LAHSA	\$14,162,000	\$761,000
PREVENT			
Problem Solving – supports interventions to families, individuals, and youth at the start of their housing crisis or after they enter the system with a short-term housing intervention to help them maintain current housing or identify an immediate and safe housing alternative within their own network of supports or within the homeless system.	LAHSA	\$598,000	\$170,000
CONNECT			
Targeted Prevention – supports various programs.	LAHSA	\$19,534,000	\$1,083,000
Coordinated Outreach & Engagement – supports outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness (PEH) to needed resources and services with the goal of connecting them with permanent housing. Also supports the administration of the Countywide Los Angeles Homeless Outreach Portal (LA-HOP), which is designed to assist PEH in LA County with outreach services.	LAHSA	\$10,410,000	\$692,000

Strategy & Service Type	Lead Agency/ Dept.	Total FY 2024-25 Funding Allocation	FY 2024-25 Unavoidable Measure H Carryover into FY 2025-26
CONNECT (Cont.)			
Navigation – supports various LAHSA Navigation programs.	LAHSA	\$20,014,000	\$824,000
HOUSE			
Interim Housing – supports short-term housing and/or emergency beds for all populations with supportive services such as problem-solving, resource referrals, and case management.	LAHSA	\$86,628,000	\$5,812,000
Time-Limited Subsidies (TLS) – supports various LAHSA TLS programs.	LAHSA	\$68,589,000	\$5,040,000
Housing Acquisition – supports various LAHSA Housing Acquisition programs.	LAHSA	\$30,050,000	\$582,000
STABILIZE			
Legal & Financial Services – supports legal services for clients that includes assistance with eviction prevention, landlord dispute resolution, credit resolution advocacy, criminal record expungement, and other legal services that relate to housing retention and stabilization, as well as resolving legal barriers that impact a person's ability to access permanent housing, social service benefits, and stable employment.	LAHSA	\$3,244,000	\$22,000
Employment & Income Support – supports Employment Specialists who provide employment services to people experiencing homelessness and Employment Liaisons who provide regional-level coordination with public workforce development entities and employers.	LAHSA	\$3,330,000	\$14,000
TOTAL FY 2024-25 MEASURE H CARRYOVER			\$15,000,000

Los Angeles County Chief Executive Office-Homeless Initiative FY 2025-26 Funding Recommendations One-Time Investments

This chart represents the proposed allocation plan for one-time Measure H investments in FY 2025-26 for the Chief Executive Office-Homeless Initiative (CEO-HI) to support Board-approved projects where CEO-HI was directed to identify funding sources for these projects, or which were identified by CEO-HI as critical unfunded and underfunded programs or commitments that would strengthen implementation of the New Framework to End Homelessness in Los Angeles County.

Project	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation	Associated Board Motion
PREVENT			
Reduce PEH Mortality – provides Medication-Assisted Treatment, overdose prevention, and harm reduction services.	DHS	\$409,000	Item No. 11, Agenda of 7/26/2022
PREVENT SUBTOTAL		\$409,000	
CONNECT			
Specialized Outreach – provides support in very high fire severity zones in the unincorporated areas (UAs) of the County.	LAHSA	\$1,200,000	Item No. 18, Agenda of 8/10/2021
CONNECT SUBTOTAL		\$1,200,000	
LOCAL JURISDICTION			
City/COG Interim Housing – provides operating costs for city and COG interim housing beds.	CEO	\$7,200,000	Item No. 14, Agenda of 11/2/2021
Every Women Housed – provides outreach, housing, and supportive services to women and families in the Skid Row area.	DHS	\$5,467,000	Item No. 22, Agenda of 6/8/2021
Skid Row Action Plan – provides increased interim and permanent housing, safe services, 24/7 low barrier health and behavioral health services.	DHS	\$20,085,000	Item No. 17, Agenda of 6/28/2022
LOCAL JURISDICTION SUBTOTAL		\$32,752,000	

Project	Lead Agency/ Dept.	FY 2025-26 Funding Recommendation	Associated Board Motion
ADMINISTRATION			
Lived Expertise Integration – expands the meaningful involvement of individuals with lived expertise in funding, policy, and programmatic decision-making.	CEO	\$250,000	N/A
Catalytic Equity Investment – reduces disproportionality for Black and American Indian Alaska Native people experiencing homelessness and mitigates the growing number of Latino/a/x people experiencing homelessness through improved data and tracking, system coordination, enhanced collaboration, and the implementation of committee recommendations.	CEO	\$2,000,000	N/A
BRCH and New Framework Board Motion Directives – procures consultants to support implementation of the Blue-Ribbon Commission on Homelessness and Framework to End Homelessness Board Motion directives.	CEO	\$792,000	Item No. 4, Agenda of 5/3/2022
ADMINISTRATION SUBTOTAL		\$3,042,000	
GRAND TOTAL FY 2025-26 MEASURE H ONE-TIME INVESTMENTS		\$37,403,000	

Los Angeles County Chief Executive Office-County Homeless Initiative FY 2025-26 Funding Recommendations Pathway Home Program

This chart represents the proposed budget to fund Chief Executive Office-Homeless Initiative FY 2025-26 Pathway Home Program encampment resolution efforts, inclusive of recreational vehicle (RV) encampment resolutions.

Service Type	Lead Agency/Dept.	FY 2025-26 Funding Recommendation
MEASURE H COMMITTED OBLIGATED FUND BALANCE		
Interim Housing: <i>Motel and Interim Housing</i> – supports motel agreements, transient occupancy tax, damage mitigation funds, as well as set aside funding to accommodate large households.	CEO	\$22,739,000
Interim Housing: <i>Interim Housing Operator</i> – supports provider interim housing operating costs which include onsite staff, security, meals, client supportive services, administrative fees, and alternative placement support for large households, etc.	DHS LAHSA	\$40,890,000
Permanent Housing: <i>Housing Navigation</i> – supports Pathway Home clients with housing location, application fees, landlord/property management engagement, coordination of unit viewings, related transportation, and administrative fees.	LAHSA	\$4,365,000
Permanent Housing: <i>Time-Limited Subsidies</i> – supports Pathway Home clients with rental subsidies, case management, move-in assistance, deposits, administrative fees, etc.	LAHSA	\$20,800,000
RV Encampment – supports services provided by CEO, Department of Arts & Culture (DAC), DPH, DPW, LAHSA, LA County Fire Department (LACoFD), and LASD.	CEO DAC DPH DPW LAHSA LACoFD LASD	\$9,206,000
SUBTOTAL		\$98,000,000

Service Type	Lead Agency/Dept.	FY 2025-26 Funding Recommendation
FUNDING RECOMMENDATIONS INCLUDED IN ATTACHMENT I *		
Interim Housing: <i>Motel and Interim Housing</i> – supports motel agreements, transient occupancy tax, damage mitigation funds, as well as the funding agreement with the City of Los Angeles for joint encampment resolution operations. <i>(Included in Attachment I)</i>	CEO CITY OF LOS ANGELES	\$10,000,000
SUBTOTAL		\$10,000,000 *
FUNDING RECOMMENDATIONS TO BE REQUESTED DURING COUNTY BUDGET PROCESS **		
Interim Housing: <i>Motel and Interim Housing</i> – supports motel agreements, transient occupancy tax, damage mitigation funds, as well as set aside funding to accommodate large households.	CEO	\$18,014,000
Interim Housing: <i>Interim Housing Operator</i> – supports interim housing provider operating costs which include onsite staff, security, meals, client supportive services, administrative fees, and alternative placement support for large households, etc.	DHS LAHSA	\$24,377,000
Permanent Housing: <i>Housing Navigation</i> – supports Pathway Home clients with housing location, application fees, landlord/property management engagement, coordination of unit viewings, related transportation, and administrative fees.	LAHSA	\$917,000
Permanent Housing: <i>Time Limited Subsidies</i> – supports Pathway Home clients with rental subsidies, case management, move-in assistance, deposits, administrative fees, etc.	LAHSA	\$4,424,000
RV Encampment – supports services provided by LASD.	LASD	\$2,748,000
Debris Removal (non-RV Operations) – supports Department of Public Works (DPW) staffing and debris removal at Pathway Home encampment resolutions.	DPW	\$610,000

Service Type	Lead Agency/Dept.	FY 2025-26 Funding Recommendation
FUNDING RECOMMENDATIONS TO BE REQUESTED DURING COUNTY BUDGET PROCESS (Cont.) **		
Supplies, Logistics and Transportation – supports LASD client transportation and Internal Services Department (ISD) logistics and supplies.	CEO ISD LASD	\$654,000
SUBTOTAL		\$51,744,000
GRAND TOTAL FY 2025-26 PATHWAY HOME		\$159,744,000

*The FY 2025-26 allocation reflects \$10,000,000 of ongoing Measure A funding (included in Attachment I). The allocation is recommended for Board approval.

**This amount is an estimate proposed to be funded by the Homeless and Housing budget (net County cost and funding from the Department of Mental Health) and will be requested for Board approval as part of the FY 2025-26 County budget process. The total includes \$2,748,000 of funds from the Homeless and Housing budget anticipated to be allocated for the Sheriff's Homeless Outreach Service Teams and \$6,000,000 of funding from DMH for interim housing for DMH participants. The remaining \$42,996,000 consists of \$18,796,000 from one-time FY 2024-25 Measure H carryover and \$24,200,000 from one-time FY 2024-25 State Encampment Resolution Fund carryover to be requested for Board approval as part of the FY 2025-26 County Supplemental Budget.

Recommendations for Measure A Goals

TO: Los Angeles County Executive Committee for Regional Homeless Alignment
FROM: Los Angeles County Leadership Table for Regional Homeless Alignment, with support from the National Alliance to End Homelessness and Community Solutions
DATE: March 14, 2025
RE: **Final Recommendations for Measure A Goals and Target Metrics As Amended**

Executive Summary

This memo provides recommendations developed by the subcommittees of the Leadership Table for Regional Homeless Alignment (LTRHA) and approved as amended by the LTRHA and Executive Committee on Regional Homeless Alignment (ECRHA) on goals, baselines, and target metrics to guide the regional homeless response, following the mandate of Measure A. This marks the final phase of a three-part process to develop draft metrics for each goal and align around key definitions of homelessness terminology, establish data points to use as the baseline from which to measure progress, and finally, to establish target metrics for the end of 2030 with annual milestones. While the creation of goals was mandated by Measure A, these goals and metrics are not restricted to Measure A-funded efforts and are meant to measure collective efforts of the Los Angeles region, including those funded outside of Measure A.

These subcommittee recommendations, with their attendant recommendations for policy changes and system adjustments, represent a roadmap to reach the goals and corresponding target metrics. Highlights of these target metrics include:

- Reducing by 30% the number of unsheltered people experiencing homelessness, from a baseline of 52,365 in the 2024 Point-in-Time Count to 36,656 people experiencing unsheltered homelessness by the end of 2030.
- Increasing by 57% the number of people placed into permanent housing, from a baseline of 19,127 in FY 23-24 to 30,000 people by the end of 2030.
- Decreasing the inflow of newly-homeless individuals by 20%, from a baseline of 66,302 in FY 23-24 to 50,501 by the end of 2030.

These target metrics, along with the other targets recommended in this report, will require unprecedented alignment between regional partners across Los Angeles County, system

changes that shift how existing homeless programs operate, and reforms and innovations within how Los Angeles addresses the development of affordable housing. In addition, the region must engage in strategic and unified advocacy to state and federal partners to achieve these goals. While there are a number of challenges ahead, the targets in this report and the conditions identified by subcommittees represent a user manual to achieving these goals and making major progress towards ending homelessness in Los Angeles.

Introduction

This memo provides a set of recommendations for the numeric target metrics that correspond to the five high-level goals within the Los Angeles County Affordable Housing, Homeless Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A), including target metrics to measure progress by the end of 2030 with annual milestones.¹ This work is in alignment with the goals and processes established in the text of Measure A,² which was approved by Los Angeles County voters in November 2024.

In addition, this memo lays out the key conditions for success and assumptions that subcommittees are factoring in as necessary to reach the proposed targets. The draft goals and target metrics presented by the subcommittees are ambitious, and these conditions for success and assumptions are major components of ensuring goals are met and may in some cases necessitate changes to existing systems and policies. The creation of goals was mandated by Measure A, but these goals and metrics are not restricted to Measure A-funded efforts and are meant to guide and measure the collective efforts of all homeless programs and funding in the Los Angeles region, whether those efforts are funded by Measure A or another funding source.

Within each goal section, a rationale is provided to how each LTRHA subcommittee arrived at the respective recommendations for target metrics within their goal areas. Furthermore, this memo provides a timeline for finalizing the goals in advance of the April 1, 2025 deadline established by the text of Measure A. Finally, this memo recommends equity subgoals that correspond with each of the five high-level Measure A goals.

¹ The metrics developed here seek to align with the more common fiscal year budgeting and reporting utilized by jurisdictions across the region, running from July 1 through June 30, while the text of Measure A requires evaluation of progress through December 31, 2030. To reconcile this, the subcommittees adjusted metrics annual milestones to reflect fiscal years, starting with FY 25-26 representing Year 1, running through FY 29-30, with an additional six month period of evaluation running from July 1, 2030 to December 2030, in alignment with Measure A. This results in a 5.5 year timeline, with the final year of data being evaluated spanning two fiscal years, with data from the final six months of FY 29-30 and the first six months of FY 30-31, running from January 1, 2030 until December 31, 2030..

² The text of Measure A directs that “The Executive Committee shall evaluate progress toward goals and no later than April 1, 2025, the Executive Committee and Housing Agency shall each formulate baseline and target metrics based on input and recommendations from the Leadership Table; relevant county staff; and stakeholders, including service providers contracted to provide services like those to be funded by the tax imposed by the Ordinance, affordable housing developers, and renter protection organizations.”

Current Point in Process

In order to establish goals, the subcommittees have engaged in a three-phase process over the last several months. These three distinct phases are:

- **Phase 1 (Summer and Fall 2024):** The subcommittees met and established shared definitions of key terms, decided on data sources, created recommended structures of baseline data point(s) for each goal, and crafted placeholder metric(s). This phase concluded with the presentation of recommended metrics (without target numbers) and definitions in October 2024.³
- **Phase 2 (November 2024-January 2025):** The data subcommittee⁴ developed the structure of the annual report, tested data sources, and established baseline data points to serve as the basis for developing target metrics. This phase concluded with the presentation of a baseline data report in January 2025.⁵
- **Phase 3 (January 2025-April 2025):** This phase, currently underway, entails the subcommittees working to establish target numbers within each metric to measure progress on each of the 2030 goals, with accompanying annual milestones. The subcommittees brought forward preliminary recommendations to the ECRHA in mid-February, final recommendations to the LTRHA in early March, with complete recommendations provided in this report.

Phase 1: Subcommittee Formation and Metric Development

In 2024, subcommittees of the LTRHA⁶ were formed, bringing together LTRHA members and additional subject matter experts to begin the process of creating numerical targets for each of the five Measure A goals. Three subcommittees were created: 1) the homelessness response subcommittee, 2) the homelessness prevention subcommittee, and 3) the affordable and supportive housing subcommittee.

The Measure A goals, and their corresponding subcommittees developing metrics and targets for those goals. They are:

1. **Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness**
(Corresponding Subcommittee: Homelessness Response)

³ A midpoint progress report, which details the results of Phase 1, can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/196813.pdf>.

⁴ In October 2024, a memo from the County Chief Executive Officer (CEO) to the Executive Steering Committee for Data and IT Governance (ESC) memorialized the creation of a Data Subcommittee, establish its members, and charge it with providing needed baseline and supporting data to the LTRHA for Measure A Goals 1-4.

⁵ The baseline data report can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/199257.pdf>.

⁶ Subcommittees and their rosters can be found in Appendix A.

2. **Reduce the number of people with mental illness and/or substance use disorders who experience homelessness**
(Corresponding Subcommittee: Homelessness Response)
3. **Increase the number of people permanently leaving homelessness**
(Corresponding Subcommittee: Homelessness Response)
4. **Prevent people from falling into homelessness**
(Corresponding Subcommittee: Homelessness Prevention)
5. **Increase the number of affordable housing units in Los Angeles County**
(Corresponding Subcommittee: Affordable and Supportive Housing)

The first task of the subcommittees was to establish shared definitions of key terms, such as “mental illness” or “homeless prevention,” an essential step to ward off lengthy derailments later in the goal-setting process. The subcommittees also established which data sources would be utilized to measure progress, in recognition that an array of data sources inform a fulsome picture of homelessness, but each of these data sources can tell a slightly different story. Finally, the subcommittee defined at least one target metric for each of the goals, which added specificity for how progress could be measured on each of the goals.

Phase 2: Baseline Data

Following the establishment of defined metrics, the CEO and the Executive Steering Committee for Homelessness Information Technology and Data Governance established a data subcommittee, formalized its membership, and tasked it to support the LTRHA. The data subcommittee began work to ensure that the metrics established by the subcommittees could be feasibly reported on a regular basis. The data subcommittee recommended slight refinements to the measures, based on available data. In addition, the data subcommittee produced baseline numbers to serve as a Year 1 figure against which to measure future year progress. This work was presented to the ECRHA and the LTRHA in late January 2025.

The work of the data subcommittee was centered around Goals 1-4, which required expertise and experience working with administrative data from within the homeless system. Goal 5, however, required a range of other data from the larger housing sector. As such, the affordable and supportive housing subcommittee partnered with the USC Lusk Center for Real Estate to develop its baseline measures.⁷

Phase 3: Goal Setting Process

Armed with shared definitions of key terms, agreements on data sources, defined metrics, and baseline data, the subcommittees embarked on setting defined target metrics for each of the

⁷ The USC Lusk Center’s baseline data presentation from January 31, 2025 meeting of the LTRHA can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/199858.pdf>

goals. A report to the ECRHA in February⁸ provided preliminary target metrics within each of the five Measure A goals, along with the rationale for their targets, and the conditions that must be met in order for the targets to be reached and the goals to be achieved. With feedback from the ECRHA and recognition of a changing funding landscape on both the state and federal levels, the Leadership Table made adjustments to several goals. These were discussed and approved as amended by the full Leadership Table on March 6th. The goals were then approved and amended by ECRHA on March 14th.

With this report, the ECRHA approves as amended the LTRHA's final recommendations to the ECRHA. These amended goals are recommended by ECRHA for adoption by the Los Angeles County Board of Supervisors in advance of Measure A's April 1 deadline.

Equity

This section of the report summarizes a more extensive report on the recommendations of the equity subcommittee, which is provided as a supplemental memo.

Context

The equity subcommittee of the LTRHA, co-chaired by representatives from the Los Angeles County Chief Executive Office Anti-Racism, Diversity and Inclusion (ARDI) Initiative and the Los Angeles Homeless Services Authority (LAHSA), was tasked with recommending an equity framework and drafting a set of equity metrics to be included in the Measure A Goals the Responsive Regional Homelessness Plan (RHP). In the sections below, the Equity Subcommittee defines equity, highlights the racial and ethnic disparities contributing to homelessness in the County, outlines the equity subcommittee's data findings and equity priorities, and lays out next steps.

Definitions, Values, and Conditions for Success

In order to set metrics, the equity Subcommittee determined how to define equity, and the values and conditions for success necessary to achieve the equity metrics. The subcommittee defined equity as both a process and practice that ensures that one's outcomes in various domains, including health, housing, education, and economic outcomes, are not determined by social and/or physical characteristics. The equity subcommittee proposes adopting equity principles that emphasize fairness and justice, ensuring that all strategies and interventions are

⁸ The February report to ECRHA providing preliminary recommendations can be found here: <https://file.lacounty.gov/SDSInter/bos/supdocs/200392.pdf>

designed to address the unique needs of those most affected by systemic inequities. These principles prioritize the participation of communities with lived experience in shaping policies, advocate for culturally responsive practices, and commit to dismantling structural barriers through accountable, inclusive, and sustainable approaches to homelessness.

The Equity Subcommittee identified the following overarching conditions for success:

- To reduce homelessness and its disproportionate impact, it is necessary to engage multiple systems beyond Measure A, addressing the root causes and the systemic barriers contributing to housing instability. Holistic prevention is essential to reducing homelessness and reducing disparities
- Improved data collection practices, standardized reporting structures, and incorporating a mixed methods approach to data collection are vital.
- Stakeholders must be fully and authentically engaged, including lived experts and smaller agencies.
- LA County's homeless response system must be balanced and efficient at helping people exit permanent housing fast; inefficiency and imbalance impacts marginalized groups more than others.
- Providers and direct service staff are essential to addressing and reducing homelessness: a well-resourced and well-supported workforce in homeless services is crucial for long-term success. New measures and metrics should be restorative and not punitive to protect.

Data Analysis

Caveats and Considerations: The LTRHA equity subcommittee received disaggregated baseline data for Measure A goals from the data subcommittee of ECRHA on February 21, broken down by race/ethnicity, gender, age, and veteran status. Data showed discrete characteristics (i.e., total population served by race or gender, but not by race and gender); given the short timeframe, the equity subcommittee started with an analysis of race/ethnicity data. The Equity Subcommittee found that Measure A baseline data combines families, transition aged youth, and single adults, which means that raw numbers and percentages count family members as individuals within the dataset. When data are further disaggregated by other demographic variables, and divided by families, single adults, and transition aged youth, there will be a better understanding of population-specific baselines and needs and will enable the LTHRA to set population-specific metrics. Additional analysis and metric refinement will be necessary once we further collect and disaggregate data.

Data Analysis: The equity subcommittee reviewed and analyzed data from two main sources: (1) LAHSA point-in-time count (PIT Count) data and (2) administrative data pulled from County databases. The PIT count data were pulled from the LAHSA website and the administrative

data were provided by the data subcommittee in February 2024. The administrative data included several data tables with racially disaggregated baseline data on participants accessing the homeless services system over five-years (more detail is provided later in this report on the sources of administrative data.

Findings: After reviewing and analyzing these data, the equity subcommittee concluded the following:

- Although Black people are served at rates roughly proportional or higher rates (36% of all service participants in FY 23-24) signifying that the homeless system is serving Black people comparable to their proportion of the homeless count (33%); yet the PIT continues to show roughly the same overrepresentation of Black people experiencing homelessness.
- While Black people make up the largest share of people who exit to permanent housing (42%), they remain housed (i.e., retained) at lower rates (77%) than the overall population in the system (79%) and other racial/ethnic groups, such as Asian (84%) and Hispanic (82%) people who have exited to permanent housing. Like other groups, just 20% of Black people who accessed services exited to permanent housing in FY 23-24, which may relate to the rise of homelessness and continued overrepresentation of Black people in the PIT Count.
- Latinx people are the fastest growing in the PIT population (23,005 in 2020 to 30,948 (43%) in 2024), still below their overall percentage of LA population (48%), and are mostly part of the newly homeless services group (58%)
- Latinx are overall accessing services at lower rates (36%) than their proportion of the homeless population (43%)
- Unsheltered Latinx people are accessing interim housing or permanent housing at a lower rate than their proportion of the homeless population (37% 1b unsheltered to interim housing, 36% 1c to permanent housing) and had among the lowest percentage throughput from unsheltered to permanent housing (only 8%).
- AIAN people are growing in the homeless count (686 in 2020 to 2369 in 2024), though definition has also changed to be more accurate/ inclusive; their share of the homeless population (3%) is roughly proportional to their population in LA County (3%)
- AIAN people are underrepresented in accessing services (2% of accessing services vs. 3% of population), though unsheltered AIAN people are accessing interim housing (2.25%) and permanent housing (2.27%) at slightly lower rates than their proportion of the homeless count (3%).
- Only 73% of AIAN people who enter permanent housing remain in housing within the 2-year period, the lowest percentage amongst groups.

Based on the definitions and values agreed upon, the subcommittee proposed a targeted universalism approach, which asserts that groups experiencing homelessness may require

different strategies to improve overall outcomes and to meet universal goals. To put this framework into practice, the LTRHA equity subcommittee asked, “how do we ensure that all groups meet the universal goals and metrics (set by Measure A and other subcommittees)? How far are different groups from meeting the universal goals and metrics?” The analysis found that the greatest disparities are experienced by particular groups. To meet our universal goals, Measure A implementation must remove or reduce disparities across three areas: population increase (rate of growth), representation in homelessness (rate of homelessness), and differences in access and outcomes in services. These disparities are compounding factors on inequities, meaning when one group experiences higher rate of growth, overrepresentation, and poorer outcomes in the homeless service system, impact is amplified driving an increase in overall homelessness numbers. Thus, looking at all three dimensions to understand disparities and conditions for success for each group is critical.

Equity Subgoals

Given the findings above, in order achieve the universal goals *and* a more equitable system, the Equity Subcommittee has applied the following equity criteria:

- **Equity Criteria A:** Reduce overrepresentation in the homelessness population by 10% by 2030;
- **Equity Criteria B:** Reduce growth in homelessness for critical populations by 2030; and;
- **Equity Criteria C:** Reduce disparities in access, experience, and outcomes by 2030.

With further analysis of the baseline data disaggregated by race/ ethnicity, it became clear that each goal and population has unique differences. However, the equity subcommittee focused on identifying the greatest disparities, and saw that those differences were concentrated for certain groups more than others. It was clear that to meet our universal goals, the subcommittee would need to focus efforts on removing disparities across the three above criteria. Using the equity criteria, the equity subcommittee set equity subgoals recommended for each metric identified by the other LTHRA subcommittees. The equity subcommittee recommended the equity subgoals as additional benchmarks to ensure that impacted groups at the very least meet the universal metrics, and that overall disparities are reduced.

The equity metrics included in the table below, reflects an effort to address the specific disparities identified amongst populations within the goal, contextualize data where disproportionality was identified, mitigate the rapid rate of growth, and set metrics to reduce the disparities. If the homeless services system does not meet the goals for these critical populations, it is less likely to meet the universal goals. The equity subgoals ensure that impacted groups at the very least meet the universal metrics and make progress toward the overall equity criteria.

For Goal 5, the equity subcommittee is offering strategies to be refined into metrics as the work continues to identify baseline equity data for goal 5 and collaborate with LACAHSa. The LTRHA recommends that equity and the above strategies for goal 5 are considered by LACAHSa in setting their targets and allocating resources.

Next Steps

The Leadership Table recommends the adoption of the proposed equity metrics and targets, represented in the chart below, which will be followed by additional efforts to develop a robust data collection, reporting and analysis infrastructure to track progress. This will involve standardizing demographic data workflows and integrating equity analyses into program evaluations. The subcommittee also recommends the LTRHA and the ECRHA establish a research agenda to address remaining gaps in understanding and responding to the unique needs of disproportionately represented groups. The equity-focused metrics and strategies outlined will guide future efforts to reduce homelessness while addressing the systemic inequities contributing to the problem. Through targeted universalism, a commitment to cultural humility, and sustained investments in community-driven solutions, we can work toward a more equitable and effective homelessness system in Los Angeles County.

Structure and Conditions for Goal Setting

While the subcommittees are each addressing different parts of the response to homelessness, they are all setting goals under a consistent directive to create ambitious goals; this direction is encouraged even if it necessitates significant changes to the homeless system to reach the target metrics within the goals. A December 11 letter from ECRHA Chair Kathryn Barger to the LTRHA articulates this task and encourages the LTRHA “to be bold and propose ambitious goals that aim towards significant system improvements for demonstrable progress for those who are homeless in Los Angeles County.”

This letter also directs subcommittees to report on the rationale for their goals. As such, each goal contains an explanation for how and why the subcommittee arrived at the draft numerical target. Additionally, for each goal, the subcommittee details the conditions and assumptions for success. Without large increases in funding resources, ambitious goals require changes to existing homeless systems in order to be achieved. In some cases, these conditions and assumptions may necessitate advocacy to external partners at the state and federal levels.

Unified Federal and State Advocacy Strategy

Among the conditions and assumptions for success, a unified advocacy strategy is a critical component of reaching these goals to ensure state and federal resources are secured for the region. These funding streams are in a moment of unprecedented uncertainty. State resources for homelessness are a major component of the local homeless response, but these funds largely consist of one-time funding over the last several years. With California facing likely deficits in future years, these funds are far from secure.

Meanwhile at the federal level, the new Administration and Congress have promised to pursue major spending cuts, as well as policy changes that are likely to function as funding cuts for Los Angeles. In late January, the Administration pursued an unprecedented “pause” across a broad range of federal funding, including homelessness funding. While funding was restored, the possibility of future “pauses” must be considered. Maintaining the status quo of state and federal funding will require major coordinated and continuous advocacy between all the entities in the region and should be considered one of the main conditions of reaching the goals set forth in this report.

January Wildfires

The challenges Los Angeles faces will be magnified by the wildfires that devastated Los Angeles County in January and destroyed at least 12,000 structures. Comparable disasters, such as the Maui wildfires in August 2023, led to an 87% increase in homelessness in the subsequent point-in-time count. The wildfires can create a number of pressures that contribute to rising homelessness: 1) More households that have lost their homes and in the immediate aftermath, seek the assistance of the homeless services system; 2) An influx of households seeking short-term accommodations in the rental market, placing downward pressure on an already-constrained housing market,⁹ and 3) Pressure to utilize scarce public funds for homelessness to support higher-income households that have tragically lost their homes but may not otherwise face the risk of homelessness.

⁹ Hennighausen, H. & James, A. (2024). “Catastrophic fires, human displacement, and real estate prices in California.” *Journal of Housing Economics*, 66: December 2024.

Measure A Goals and Recommended Targets

The table on the following page summarizes the metrics and targets developed by the subcommittees for each of the goals—this table is then followed by an additional table which outlines the proposed equity metrics that align with the Measure A goals.

It is important to note that at the LTRHA meeting in early March the membership voted to amend each goal statement to deepen the region’s collective commitment to equity. To do this, the LTRHA recommends that each goal as stated include, “*with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities*”. This proposal is outlined for each goal in the chart below.

Measure A Goal	2030 Metrics with Numerical Targets
<p>Goal 1:</p> <p>Measure A text: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> • Metric 1a. Decrease by 30% the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030. • Metric 1b. Increase by 80% the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030. • Metric 1c. Increase by 32% the rate of people moving into interim housing from unsheltered settings from a baseline of 34% in FY 23-24 to a target of 45% in 2030.
<p>Goal 2:</p> <p>Measure A: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic and racial</i></p>	<ul style="list-style-type: none"> • Metric 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness from a baseline of 14,056 in FY 23-24 to a target of 11,978 in 2030. • Metric 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness from a baseline of 8,697 in FY 23-24 to a target of 7,827 in 2030.

<p><i>disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> • Metric 2c: Reduce by 10% the number of people with co-occurring SMI and SUD experiencing homelessness from a baseline of 20,446 in FY 23-24 to a target of 18,401 in 2030.
<p>Goal 3:</p> <p>Measure A: Increase the number of people permanently leaving homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> • Metric 3a: Increase by 57% the number of service participants who exit homelessness to permanent housing from a baseline of 19,127 in FY 23-24 to a target of 30,000 in 2030. • Metric 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness from a baseline of 10,501 in FY 23-24 to a target of 21,104 in 2030.
<p>Goal 4:</p> <p>Measure A: Prevent people from falling into homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Prevent people from falling into homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> • Metric 4a: Reduce the number of people who become newly-homeless by 20% from a baseline of 63,202 in FY 23-24 to a target of 50,561 in 2030
<p>Goal 5:</p> <p>Measure A: Increase the number of affordable housing units in Los Angeles County</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> • Metric 5a: Increase by 41%-53% the current level of affordable housing production, from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 units in 2030. • Metric 5b: Increase by the current level of affordable housing units being preserved, to a total of 420 at-risk units preserved annually.

The table below summarizes equity metrics for each of the goals and submetrics:

Measure A Goal and Subcommittee Metrics	Corresponding Equity Metrics
<p>Goal 1:</p> <p>Measure A text: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> • Metric 1a. Decrease by 30% the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030. • Metric 1b. Increase by 80% the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030. • Metric 1c. Increase by 32% the rate of people moving into interim housing from unsheltered settings from a baseline of 34% in FY 23-24 to a target of 45% in 2030. 	<ul style="list-style-type: none"> • Equity Metric 1a. Decrease the rate of growth of Latinx people experiencing unsheltered homelessness from a baseline of 30% by 10 percentage points to 20% in the service data (and reduce rate of growth in Latinx unsheltered point-in-time (32%) also by 10 percentage points). • Equity Metric 1a. Decrease unsheltered point-in-time by 10 percentage points for Black, Latinx, and AIAN people. • Equity Metric 1b. Reduce disparities in access to permanent housing for Black, Latinx, and AIAN people experiencing unsheltered homelessness by 10 percentage points from baselines 11% (Black), 8% (Latinx), 11% (AIAN). • Equity Metric 1c. Reduce disparities in access to interim housing for AIAN people from unsheltered settings by 10 percentage points from baseline of 42% to 52% and for Latinx people from baseline 34% to 44%.
<p>Goal 2:</p> <p>Measure A: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> • Metric 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness from a baseline of 14,056 in FY 	<ul style="list-style-type: none"> • Equity Metric 2a: To reduce disparities, decrease the rate of SMI or SUD (49%), SUD (8%), and co-occurring disorders (26%) by 20% for the American Indian/ Alaska Natives. • Equity Metric 2b: Reduce rate of growth of Latinx people with SUD or SMI (54%) by 10 percentage points, and percentage of Latinx people with co-occurring disorders (17%). • Equity Metric 2c: To reduce inequities, decrease the rate of co-occurring disorders by 5 percentage points from

<p>23-24 to a target of 11,978 in 2030.</p> <ul style="list-style-type: none"> • Metric 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness from a baseline of 8,697 in FY 23-24 to a target of 7,827 in 2030. • Metric 2c: Reduce by 10% the number of people with co-occurring SMI and SUD experiencing homelessness from a baseline of 20,446 in FY 23-24 to a target of 18,401 in 2030. 	<p>baseline of 18% to 13% for Black people.</p> <ul style="list-style-type: none"> • Equity Metric (applies across a, b, and c): Reduce the share of people who experience homelessness and report having these conditions within the point in time demographic surveys for Black, Latinx and AIAN people.
<p>Goal 3:</p> <p>Measure A: Increase the number of people permanently leaving homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> • Metric 3a: Increase by 57% the number of service participants who exit homelessness to permanent housing from a baseline of 19,127 in FY 23-24 to a target of 30,000 in 2030. • Metric 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness from a baseline of 10,501 in FY 23-24 to a target of 21,104 in 2030. 	<ul style="list-style-type: none"> • Equity Metric 3a: Reduce rate of growth of Latinx people experiencing homelessness by increasing permanent housing exits by at least 57%. • Equity Metric 3a: Reduce disproportionality of Black and AIAN people experiencing homelessness by increasing permanent housing exits by 65% for each group. • Equity Metric 3a: Reduce disparities in outcomes by increasing the percentage of Black and AIAN people who are permanently housed and do not return to homelessness by 10 percentage points, from 73% for AIAN and 77% for Black or African American. • Equity Metric 3b: Reduce disparities in outcomes by increasing by 91% the number of service participants who retain permanent housing, 5- and 10- years after they exit homelessness for Black or African American, Hispanic or Latino, and American Indian Alaska Native by 2030.
<p>Goal 4:</p> <p>Measure A: Prevent people from falling into homelessness</p> <p>Proposed Goal Statement Adjustment:</p> <p><i>Prevent people from falling into homelessness</i></p>	<ul style="list-style-type: none"> • Equity Metric 4a: Decrease disproportionality of newly-homeless Black or African American individuals by 30% from a baseline of 35% by 2030. • Equity Metric 4a: Decrease the disparity in the rate of growth of newly homeless

<p><i>with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 4a: Reduce the number of people who become newly-homeless by 20% from a baseline of 63,202 in FY 23-24 to a target of 50,561 in 2030 	<p>Black (9%)and Latinx (21%) people by 7 percentage points each.</p> <ul style="list-style-type: none"> ● Equity Metric 4a: Reduce the overall share of homelessness within in the point-in-time count by 20% for Black or African American, Hispanic or Latino, and American Indian Alaska Native by 2030.
<p>Goal 5:</p> <p>Measure A: Increase the number of affordable housing units in Los Angeles County</p> <p><i>Proposed Goal Statement Adjustment:</i></p> <p><i>Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities.</i></p> <ul style="list-style-type: none"> ● Metric 5a: Increase by 41%-53% the current level of affordable housing production, from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 units in 2030. ● Metric 5b: Increase by the current level of affordable housing units being preserved, to a total of 420 at-risk units preserved annually. 	<ul style="list-style-type: none"> ● Equity Strategies (see equity section for more information on why “strategies” are provided here: ● Increase outreach to people experiencing homelessness earning 30% or below the Area Median Income (AMI) and severely cost burdened renter households in LA County for affordable units. ● Increase retention of Black people in Permanent Supportive Housing by targeting legacy permanent supportive buildings for preservation. ● Reduce disparities in access to high opportunity neighborhoods and increasing investment into under-resourced communities through affordable housing development. ● Increase enforcement of source of income protections to reduce discrimination in the housing market. ● Increase Flexible Housing Subsidy Pool vouchers to increase access for undocumented and documented households. ● Explore small area Fair Market Rate (FMR) to increase equity in voucher amounts. ● Use master leasing strategy to reduce challenges for people with criminal background or poor credit.

	<ul style="list-style-type: none"> • Conduct outreach to groups with the highest rates of homelessness to access vouchers. • Reduce disparities in homeownership by using vouchers for homeownership through the Housing Choice Voucher Program.
--	--

Goal 1: Increase the Number of People Moving from Encampments into Permanent Housing to Reduce Unsheltered Homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

As detailed in the October midpoint report, the subcommittee established the following metric:

- **Metric 1a.** Decrease by xx% the number of people experiencing unsheltered homelessness.
- **Metric 1b.** Increase by xx% the number of people moving into permanent housing from unsheltered settings.
- **Metric 1c.** Increase by xx% the rate of people moving into interim housing from unsheltered settings.

This metric is intended to be measured using a combination of point-in-time (PIT) count data, as well as administrative data from the Homeless Management Information System (HMIS), administered by the Los Angeles Homeless Services Authority (LAHSA), as well as the Comprehensive Health Accompaniment and Management Platform (CHAMP), administered by the Department of Health Services.

Baseline Data

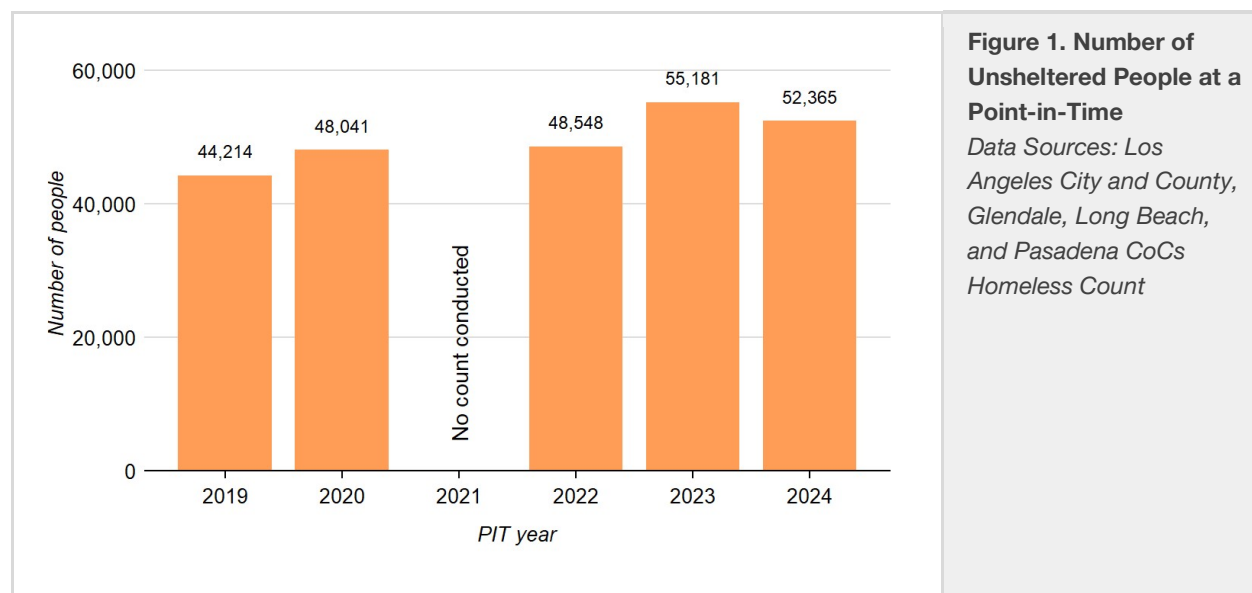
To develop goal numbers, the Data Subcommittee established three baseline numbers for this goal:

- Baseline 1a. Number of unsheltered people at a point-in-time, and count of service participants who experienced unsheltered homelessness during the 2023-2024 fiscal year: **52,365 people and 66,918 people, respectively**
- Baseline 1b. The number of unsheltered service participants who exited to permanent housing: **5,937 people**
- Baseline 1c. The number and rate of unsheltered service participants who accessed interim housing: **34% of participants**

Baseline 1a.

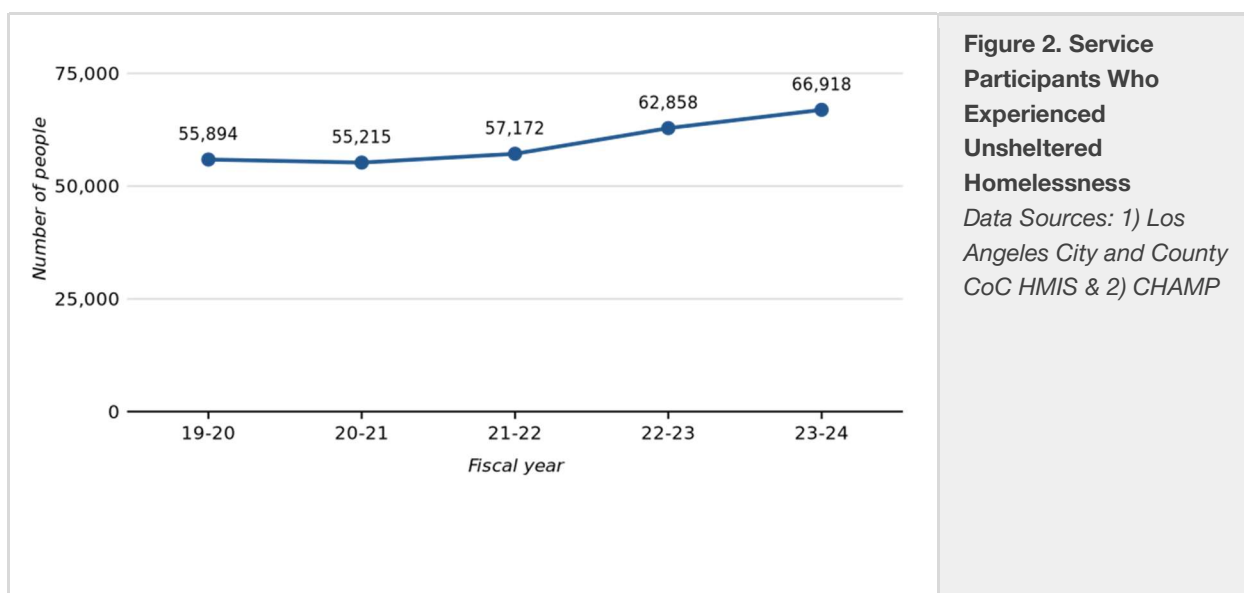
Count of Persons Who Experienced Unsheltered Homelessness During the 2023-2024 Fiscal Year

For baseline 1a., the Data Subcommittee established two separate numbers to measure unsheltered homelessness—one through the Point-in-Time (PIT) Count, which counted 52,365 people living unsheltered in Los Angeles County, according to the 2024 Greater Los Angeles Homelessness Count. This number is intended to serve as a baseline for measuring the visibility and presence of unsheltered homelessness at a single point in time. See figure 1 below¹⁰ for PIT Count figures for unsheltered homelessness.



¹⁰ Figures and charts for Goals 1-4 are drawn from the Data Subcommittee's January 24th report to the ECRHA. Figures and charts for Goal 5 are drawn from the USC Lusk Center for Real Estate's January 31st report to the LTRHA.

The data subcommittee also established a separate figure of 66,918 service participants who experienced unsheltered homelessness over the course of FY 23-24. This number does not reflect a single point in time, but rather a dynamic population changing over the course of the year. See below for Figure 2, which shows this number over the last five years; the data subcommittee found this number rose by 5% on average year-over-year. This baseline is rooted in measuring the delivery of services to people experiencing homelessness and serves as a critical connection to Metrics 1b and 1c, which measure how effective Los Angeles' systems are at serving people who are experiencing unsheltered homelessness over the course of the year.



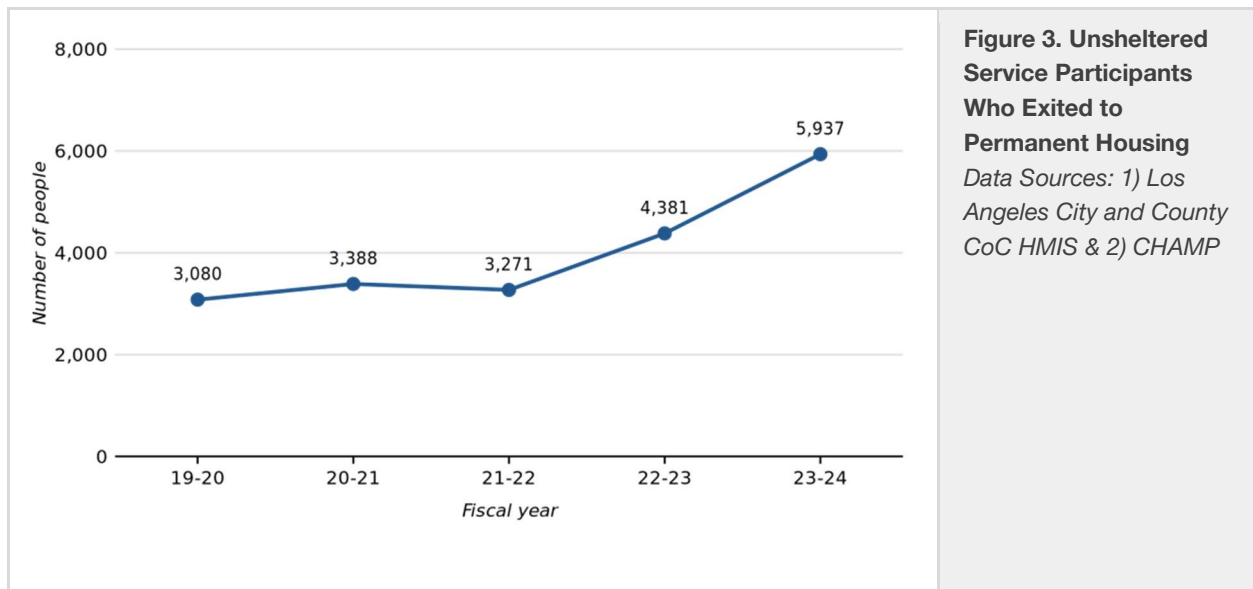
It is critical to note that the number of people experiencing unsheltered homelessness does not represent the entire population of people experiencing homelessness, as thousands more people continue to reside in interim settings. According to administrative data, approximately 112,026 people experiencing homelessness accessed services over the course of FY 23-24, including both sheltered and unsheltered people.

The number of 66,918 unsheltered people accessing services represented only about 60% of the total number of people experiencing homelessness accessing services over the course of the entire fiscal year. These numbers do not account for those that experience homelessness and do not access services or resolve their homelessness without accessing any services, meaning the true number of people who experienced homelessness for any period of time during FY 23-24 was in excess of 112,026 people.

Baseline 1b.

The Number of Unsheltered Service Participants Who Exited to Permanent Housing

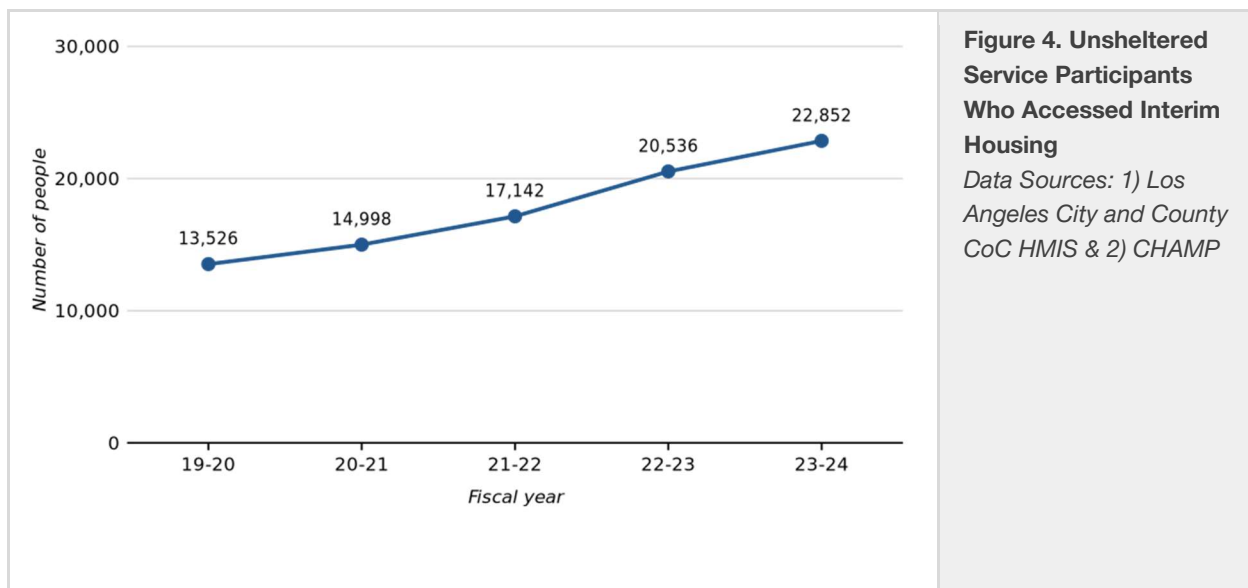
For Baseline 1b., the data subcommittee established that there were 5,937 service participants who were unsheltered that exited homelessness to permanent housing in FY 23-24. See Figure 3 below.



Baseline 1c.

The Number and Rate of Unsheltered Service Participants Who Accessed Interim Housing

For Baseline 1c., the data subcommittee established that 22,852 service participants who were unsheltered accessed interim housing in FY 23-24 (see Figure 4 on the following page). This represents 34% of all unsheltered service participants—this number has increased by 69% over the last five years, reflecting increased alignment and urgency to add new interim settings to address unsheltered homelessness:



Target Metrics and Milestones Summary

Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness

End of 2030 Metrics

- **Metric 1a. Decrease by 30%** the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in FY 23-24.
- **Metric 1b. Increase by 80%** the number of people moving into permanent housing from unsheltered settings from a baseline of 5,937 in FY 23-24 to a target of 10,687 in 2030.
- **Metric 1c. Increase by 32%** the rate of people moving into interim housing from unsheltered settings from a baseline of 34% of unsheltered people in FY 23-24 to a target of 45% in 2030.

Annual Milestones

Metric 1a: Reduce the Number of Unsheltered People by 30%

Year	% Change from Baseline	Annual Unsheltered Number
Baseline	0%	52,365
July 1, 2025-June 30, 2026	-6%	49,609

July 1, 2026-June 30, 2027	-11%	46,652
July 1, 2027-June 30, 2028	-16%	43,796
July 1, 2028-June 30, 2029	-22%	40,939
July 1, 2029-June 30, 2030	-27%	38,084
Full Year Ending December 31, 2030	-30%	36,656

Metric 1b: Increase the Number of Unsheltered People Placed in Permanent Housing by 80%

Year	% Change from Baseline	Annual Unsheltered People Placed in PH
Baseline	0%	5,937
July 1, 2025-June 30, 2026	+15%	6,801
July 1, 2026-June 30, 2027	+29%	7,664
July 1, 2027-June 30, 2028	+44%	8,528
July 1, 2028-June 30, 2029	+58%	9,391
July 1, 2029-June 30, 2030	+73%	10,255
Full Year Ending December 31, 2030	+80%	10,687

Metric 1c: Increase the Rate of Interim Housing Placements of Unsheltered People by 32%

Year	% Change from Baseline	Annual Rate of Unsheltered Placed in IH
Baseline	0%	34%
July 1, 2025-June 30, 2026	+6%	36%
July 1, 2026-June 30, 2027	+12%	38%
July 1, 2027-June 30, 2028	+17%	40%
July 1, 2028-June 30, 2029	+23%	42%
July 1, 2029-June 30, 2030	+29%	44%

Full Year Ending December 31, 2030	+32%	45%
------------------------------------	------	-----

Rationale

The homeless response subcommittee developed the above target metrics with three primary factors driving their rationale. First, the subcommittee noted the region has seen unprecedented alignment across the homeless system and across regional partners around addressing unsheltered homelessness—should this alignment continue, it may contribute to continued rapid growth in the number of people moving out of unsheltered homelessness and into both interim and permanent housing. The second major factor informing their rationale is that, because this alignment around unsheltered homelessness is a recent phenomena, the number of people moving from unsheltered homelessness into housing is relatively low, with only 9% of unsheltered service participants moving into permanent housing—this leaves considerable room for growth as system alignment efforts continue.

Finally, these goals were also informed by Goals 2, 3, 4, and 5, all of which lend component parts to an overall reduction in unsheltered homelessness. With Goal 2 reflecting a proposed 57% increase in housing placements (informed by the housing production goals in Goal 5) and Goal 4 reflecting a 20% decrease in inflow, the homeless response subcommittee believes a 30% reduction in unsheltered homelessness is attainable.

Conditions and Assumptions for Success

For the targets in Goal 1 to be reached, the subcommittee identified four conditions that are vital components of success for this particular goal, although they noted the conditions across Goals 1, 2, and 3 are all interrelated to each of the goals. These conditions are:

- Significant Progress Must Be Made on Other Goals:** Unlike other goals, an overall reduction in unsheltered homelessness represents a cumulative goal that would reflect progress in other goals that make up component parts of understanding overall homeless numbers, namely, inflow into homelessness and outflow into permanent housing. To reach goals on reducing unsheltered homelessness, the region must increase permanent housing placements *as well as* significantly curtail inflow into homelessness. In recent years, while permanent housing placements have scaled up significantly, inflow has also accelerated, meaning these gains have not resulted in reductions in overall unsheltered homelessness.
- Reconfiguration of Pathways into Permanent Housing:** In examining goals 1, 2, and 3 working in concert with each other, Los Angeles will need to significantly reconfigure

current pathways into permanent housing to achieve these goals. Two potential pathways into permanent housing must increase significantly, with far greater movement needed from interim housing into permanent housing, or far greater movement from unsheltered settings into permanent housing than is currently the case in the region. Significant system realignments may be needed to realize these changing pathways into permanent housing.

- **The Region Must Produce More Housing, and it Must Be Accessible to Unsheltered People:** The Los Angeles region must continue to increase the production of affordable housing, in alignment with the targets laid out in Goal 5. In addition, a significant portion of these affordable units must be available to people experiencing unsheltered homelessness. In general, people experiencing homelessness have incomes below 30% of Area Median Income (AMI). Alignment between the Los Angeles County Affordable Housing Solutions Agency (LACAHS) will be critical, therefore, to reach goals around moving more individuals out of unsheltered homelessness and into permanent housing,
- **Increasing Interim Housing Must Continue Beyond Emergencies:** In order to continue making progress moving people from unsheltered homelessness into interim housing, the region must continue to secure additional resources to fund further expansion of interim housing. This is all the more critical given the possibility of increasing bed rates paid to service providers to match the true cost of providing services. Without additional funding for interim housing, rising bed rates will reduce the overall number of beds.
- **Advocacy to Maintain Federal Funding Must Continue:** As demonstrated by a temporary freeze in federal funding resulting from the White House Office of Management and Budget's (OMB) Memo M-25-13 in late January, federal funding for homelessness and housing programs is far from assured. The Los Angeles region must advocate to federal partners both to continue funding for key programs, as well as forestall federal policy changes that would effectively function as cuts for communities like Los Angeles.
- **New Data Tools Should Be Used to Track Outcomes:** New data tools, such as the Encampment Module available through HMIS, will allow new insight into unsheltered homelessness. These insights must be applied to more effectively move people out of unsheltered homelessness.

Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The subcommittee spent significant time defining the data sources and definitions of serious mental illness and substance use disorder¹¹ during phase 1. Moreover, the subcommittee agreed to split goal 2 into separate metrics for serious mental illness (SMI) and long-term substance use disorder (SUD), in recognition that while a significant portion of the population may experience both of these conditions, many experience only one, and these conditions necessitate different interventions and services. As such, the subcommittee proposed the following metrics:

- **Metric 2a:** Reduce by xx% the number of people with SMI alone experiencing homelessness.
- **Metric 2b:** Reduce by xx% the number of people with SUD alone experiencing homelessness.
- **Metric 2c:** Reduce by xx% the number of people with co-occurring SMI and SUD experiencing homelessness.

Baseline Data

The data subcommittee established the following baselines:

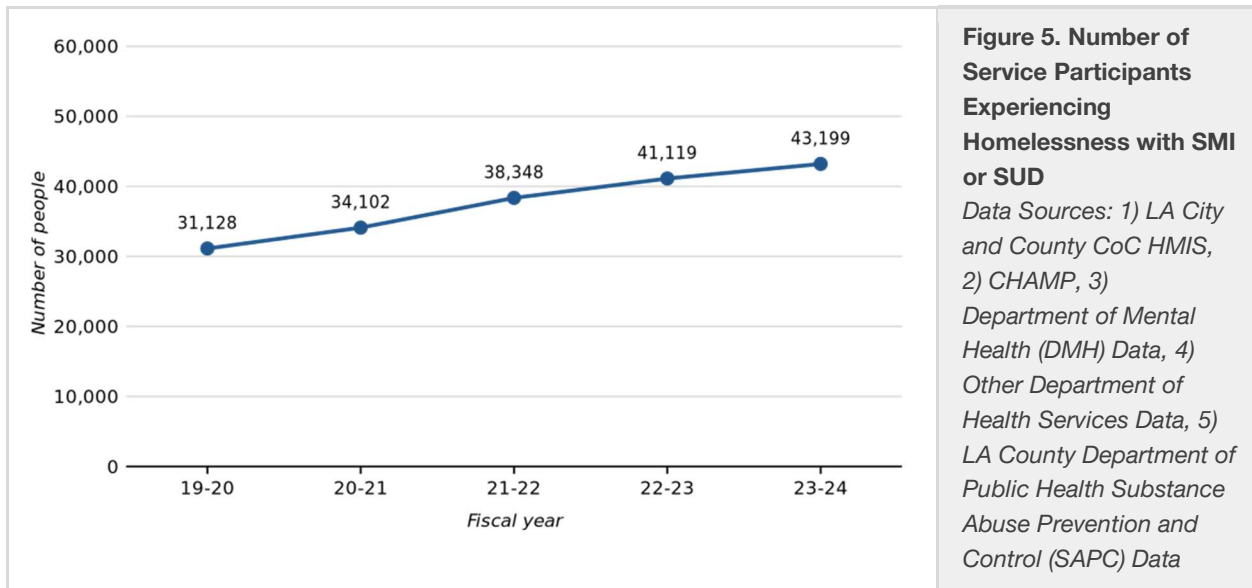
- **Baseline 2a:** Number of people experiencing homelessness with SMI only in FY 23-24: **14,056 people**

¹¹ The following definitions were agreed upon by the subcommittee:

- Substance use disorder (SUD): Mental and behavioral disorders due to psychoactive substance use (excluding nicotine dependence).
- Serious mental illness (SMI): A person with bipolar disorder, episodic mood disorder, major depressive disorder, manic episode, other psychotic or delusional, schizophrenic disorder. Note that PTSD is not included in the SMI metric, but is reported separately.

- **Baseline 2b:** Number of people experiencing homelessness with SUD only in FY 23-24: **8,697 people**
- **Baseline 2c:** Number of people experiencing homelessness with both SMI and SUD in FY 23-24: **20,446 people**
- **Baseline 2d:** Number of people experiencing homelessness with SMI or SUD in FY 23-24: **43,199 people**

Figure 5 below displays the number of people with either SMI or SUD (the most inclusive measure) from FY 19-20 to FY 23-24, which reached a total of 43,199 individuals in FY 23-24. This number increased annually by 9% on average over the five-year period, closely mirroring the overall increases in the homeless population.



The figure below disaggregates this data by individuals in service data with only one of the conditions, as well as those reporting both conditions:

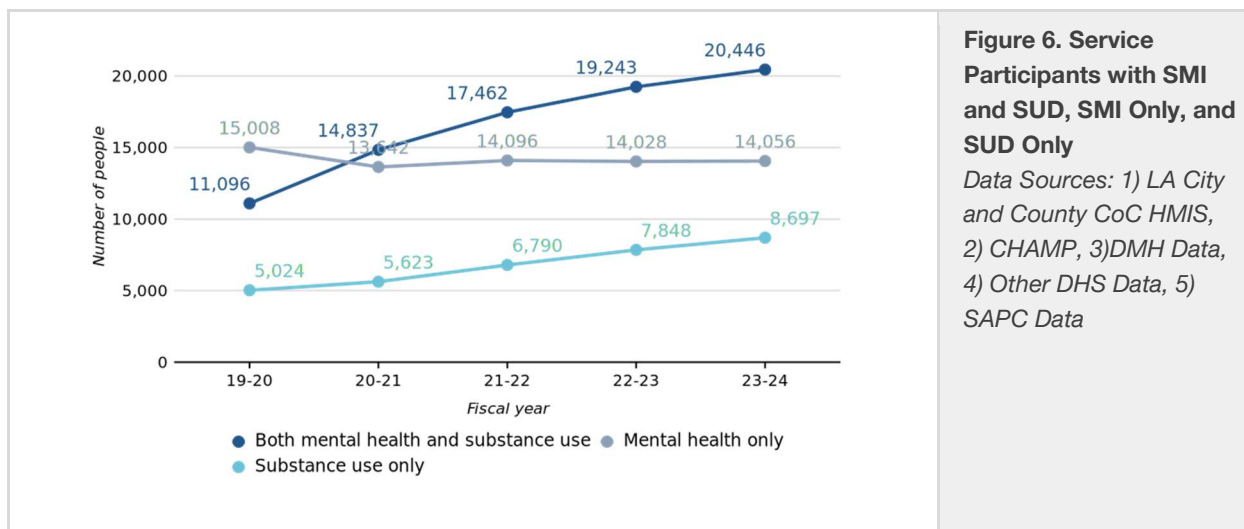


Figure 6 above also demonstrates that increases in SUD reporting are generating the rise in the overall population reporting one or both conditions. While this could be a result of increasing prevalence of substance use disorders, it requires further investigation; this may be a result of a number of other factors, including changes in reporting related to Medicaid billing, better survey instruments and increasing data quality, and other factors.

Target Metrics and Milestones Summary

Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness

End of 2030 Metrics

- **Metric 2a. Reduce by 15%** the number of people with SMI only experiencing homelessness, from a baseline of 14,056 in FY 23-24 to a target of 11,978 people in 2030.
- **Metric 2b. Reduce by 10%** the number of people with SUD only experiencing homelessness, from a baseline of 8,697 in FY 23-24 to a target of 7,827 people in 2030.
- **Metric 2c. Reduce by 10%** the number of people with co-occurring SMI and SUD experiencing homelessness, from a baseline of 20,446 in FY 23-24 to a target of 18,401 people in 2030.

Annual Milestones

Metric 2a: Reduce the Number of People with SMI Only by 15%

Year	% Change from Baseline	Annual Number of People with
------	------------------------	------------------------------

		SMI Only
Baseline	0%	14,056
July 1, 2025-June 30, 2026	-3%	13,673
July 1, 2026-June 30, 2027	-5%	13,289
July 1, 2027-June 30, 2028	-8%	12,906
July 1, 2028-June 30, 2029	-11%	12,523
July 1, 2029-June 30, 2030	-14%	12,139
Full Year Ending December 31, 2030	-15%	11,948

Metric 2b: Reduce the Number of People with SUD Only by 10%

Year	% Change from Baseline	Annual Number of People with SUD Only
Baseline	0%	8,697
July 1, 2025-June 30, 2026	-2%	8,539
July 1, 2026-June 30, 2027	-4%	8,381
July 1, 2027-June 30, 2028	-5%	8,223
July 1, 2028-June 30, 2029	-7%	8,064
July 1, 2029-June 30, 2030	-9%	7,906
Full Year Ending December 31, 2030	-10%	7,827

Metric 2c: Reduce the Number of People with Co-Occurring SMI and SUD by 10%

Year	% Change from Baseline	Annual Number of People with Co-Occurring SMI/SUD
Baseline	0%	20,446
July 1, 2025-June 30, 2026	-2%	20,074
July 1, 2026-June 30, 2027	-4%	19,703
July 1, 2027-June 30, 2028	-5%	19,331
July 1, 2028-June 30, 2029	-7%	18,959
July 1, 2029-June 30, 2030	-9%	18,587
Full Year Ending December 31, 2030	-10%	18,401

Conditions and Assumptions for Success

- **Effective and Robust Services Must Be Available:** As more efforts are made to move unsheltered and sheltered people with SMI and/or SUD into both permanent and interim housing, these sites will be hosting a highly-vulnerable population with complex service needs, including the whole range of behavioral health services. The availability of robust services will be essential both to moving this population into housing and keeping them housed.
- **The Region Must Maximize Leveraging MediCal:** The Los Angeles region's homeless system has increasingly tapped into MediCal to fund key services for people experiencing homelessness including people with behavioral health needs. This funding stream is available through the state's California Advancing and Innovating MediCal (CalAIM) waiver with the federal government. While CalAIM has provided new resources, it is insufficiently accessible to many service providers and the people they serve. The Los Angeles region must lower remaining barriers to accessing CalAIM, and must advocate to the state for changes to reduce administrative complexity for service providers so as to ensure the region is leveraging more MediCal funds.
- **Maximize Utilization of Existing Housing and Shelter:** To reach this goal, the system must continue to make progress on swiftly accessing units at existing PSH and other sites that house and shelter people experiencing homelessness with SMI and SUD, including board and care homes. The system must ensure units and beds in these sites do not remain vacant for long periods of time. While adding new PSH units is critical, Los Angeles must keep a focus on maximizing the utilization of units, along with leveraging board and care facilities, skilled nursing facilities, and other sites.
- **Advocacy to Maintain Federal Funding, Including MediCal Waiver, Must Continue:** As noted in the conditions and assumptions for all goals, federal funding for mental health and substance use disorder treatment services is at risk. The Los Angeles region must advocate to federal partners to continue funding for programs that serve people with SMI and/or SUD, as well as push back on potential federal policy changes that would disincentivize providing these services in an evidence-based manner. Moreover, the region must advocate for the renewal of California's aforementioned Medicaid waiver, which is set to expire at the conclusion of 2026.

Goal 3: Increase the number of people permanently leaving homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The subcommittee spent time deliberating how to both capture exits to permanent housing, but also how to capture housing retention, reflecting the importance of ensuring people experiencing homelessness stay housed after exiting homelessness. This is especially critical from an equity perspective, given prior findings that Black people experiencing homelessness fall back into homelessness at disproportionate rates, including from permanent supportive housing.^{12, 13} Given these dynamics, the subcommittee established the following metrics:

- **Metric 3a:** Increase by xx% the number of service participants who exited homelessness to permanent housing during FY 23-24.
- **Metric 3b:** Increase by xx% the number of service participants who retain permanent housing, two years after they exit homelessness.

Baseline Data

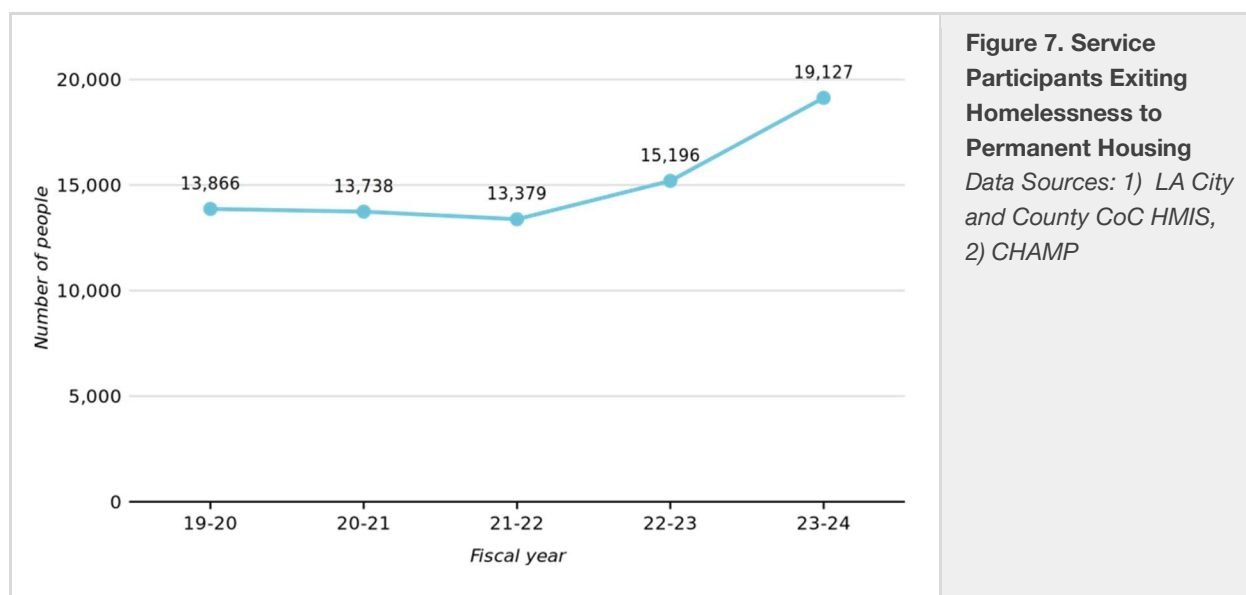
The Ad Hoc Committee on data established two baseline measures:

- **Baseline 3a:** Number of service participants who exited homelessness to permanent housing in FY 23-24: **19,127 people**
- **Baseline 3b:** Number of service participants who exited homelessness in FY 21-22 to permanent housing and did not return to homelessness over subsequent 24 months: **10,501 people retained housing (from 13,379 placements in FY 21-22, a 78% retention rate).**

¹² Los Angeles Homeless Services Authority. (2018). "Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness." Report found at <https://www.lahsa.org/documents?id=2823-report-and-recommendations-of-the-ad-hoc-committee-on-black-people-experiencing-homelessness.pdf>

¹³ Milburn, N., Edwards, E., Obermark, D., & Rountree, J. California Policy Lab. (2021). "Inequity in the Permanent Supportive Housing System in Los Angeles: Scale, Scope and Reasons for Black Residents' Returns to Homelessness. Report found at <https://capolicylab.org/inequity-in-the-psh-system-in-los-angeles/>

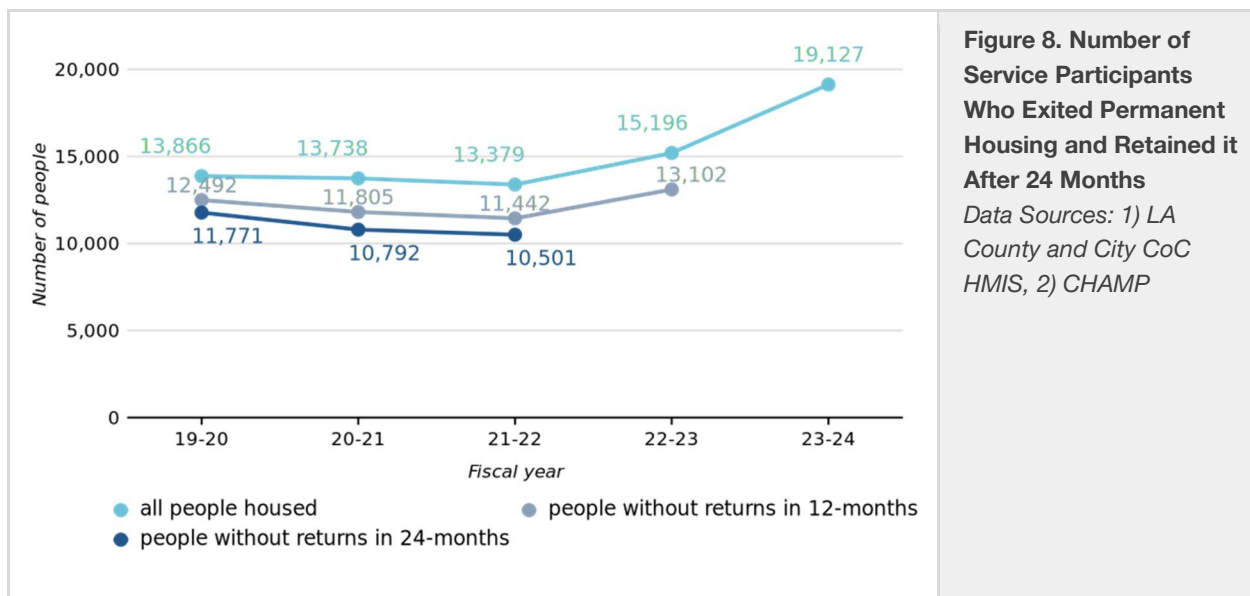
The first baseline number is 19,127 permanent housing placements in FY 23-24. This reflects a variety of housing placements, including placements into supportive housing, placements into market rate housing supported by rental subsidies, reconnection with family and friends, and a range of other interventions. See Figure 7 below, which reflects the FY 23-24 permanent housing placements, along with a five-year trend reflecting a 9% annual average increase in housing placements including a 26% jump from FY 22-23 to FY 23-24.



Why is this number different from what I'm used to seeing?

This number differs from the oft-cited figures of over 20,000 annual permanent housing placements that accompany annual homeless count data releases. Those numbers that exceed 20,000 housing placements include other data sources that were not accessed for the purposes of this baseline, such as data reflecting housing placements from the U.S. Department of Veterans Affairs (VA). Additionally, that larger number includes some types of housing placements that are not included here, such as transfers between different types of housing programs.

The next baseline number captures housing placements and how many have been retained one and two years after the initial placement. For example, for FY 21-22, the figure measures how many placements were made in that year (the top line), how many FY 21-22 placements were still in housing in FY 22-23 (the middle line), and how many FY 21-22 placements retained housing two years later, into FY 23-24 (the bottom line). FY 21-22 is the most recent year for which all three figures are available. Figure 8 on the following page charts that while there were 13,379 permanent housing exits in FY 21-22, a total of 10,501 of those people retained permanent housing 24 months later (78%).



Target Metrics and Milestones Summary

Goal 3: Increase the number of people permanently leaving homelessness

End of 2030 Metrics

- **Metric 3a. Increase by 57%** the number of people exiting homelessness to permanent housing, from a baseline of 19,127 in FY 23-24 to a target of 30,000 people in 2030.
- **Metric 3b. Increase by 101%** the number of people retaining permanent housing after 24 months, from a baseline of 10,501 and 78% retention in FY 23-24 to a target of 21,104 people and a 78% retention rate in 2030.

Annual Milestones

Metric 3a: Increase the Number of Permanent Housing Placements by 57%

Year	% Change from Baseline	Annual Permanent Housing Placements
Baseline	0%	19,127
July 1, 2025-June 30, 2026	+10%	21,109
July 1, 2026-June 30, 2027	+21%	23,092

July 1, 2027-June 30, 2028	+31%	25,074
July 1, 2028-June 30, 2029	+41%	27,056
July 1, 2029-June 30, 2030	+52%	29,038
Full Year Ending December 31, 2030	+57%	30,000

Metric 3b: Increase the Number of People Who Retain Housing Two Years After Placement by 101%

Year	% Change from Baseline	Number Retaining Housing from Two Years Prior
Baseline	0%	10,501
July 1, 2025-June 30, 2026	+42%	14,919
July 1, 2026-June 30, 2027	+42%	14,919
July 1, 2027-June 30, 2028	+57%	16,465
July 1, 2028-June 30, 2029	+72%	18,011
July 1, 2029-June 30, 2030	+86%	19,558
Full Year Ending December 31, 2030	+101%	21,104

Rationale

While a 57% increase in housing placements over the evaluation represents an extremely ambitious goal, the subcommittee noted that recent years have seen increases in housing placements as high as 26% between FY 22-23 and FY 23-24. This has coincided with the availability of housing resources, including new HHH buildings opening their doors, greater availability of time-limited subsidies, and other resources. As these resources continue and more housing comes through the pipeline as a result of new funding sources such as the City of Los Angeles' Measure ULA, Measure A's affordable housing funding administered by LACAHSa, and other regional sources such as the San Gabriel Valley Regional Housing Trust fund, more affordable units will be available to leverage.

While these resources must be aligned and in coordination with the goals of the regional homeless response to continue the sharp upward trajectory of housing placements, they gave the subcommittee cause for optimism even as uncertainty remains.

In addition, for housing retention, the committee sought to maintain the two-year retention rate for the last year for which data is available, FY 21-22. Increases in housing retention are assuming the homeless system continues to make the investments needed to maintain a 78% retention rate even as housing placements increase.

Overall, reaching these goals would represent a major shift from the functioning of the existing homeless services system. At present, housing placements are equal to approximately 40% of the unsheltered point-in-time count numbers, which, when taken into account with inflow continuing to exceed housing placements, accounts for the lack of major reductions in homelessness. Under goal 3's targets in concert with goal 4, housing placements would be approximately equivalent to the inflow into homelessness, and would exceed the overall unsheltered point-in-time count. This increase in rehousing capacity, coupled with lower inflow, would represent a major seachange for the Los Angeles system. How to achieve that seachange is articulated below.

Conditions and Assumptions for Success

- **The Region Must Produce More Housing, and it Must Be Accessible to Unsheltered People:** As noted in Goal 1, a significant portion of new affordable units must be available to people experiencing homelessness with the lowest incomes. Continuing work to align LACAHS and ECRHA is essential to reaching goals on placements into permanent housing.
- **Maximize Occupancy in PSH Sites:** As noted in goal 2, to reach this goal, the system must continue to make progress on ensuring units at PSH sites do not remain vacant for long periods of time. While adding new PSH units is critical, Los Angeles must keep a focus on maximizing the utilization of these units.
- **State Funding Must Continue:** State funding serves as a significant buttress to the Los Angeles region's response. Approximately \$380 million was allocated to seven grantees through the most recent round of the Homeless Housing, Assistance and Prevention (HHAP) program administered by the Department of Housing and Community Development (HCD); other allocations from programs such as Homekey, Encampment Resolution Funds (ERF), and a number of population-specific programs administered by the California Department of Social Services (CDSS) make up a significant portion of the region's homelessness budget. However, nearly all of these programs are one-time allocations of funding. The Los Angeles region must advocate forcefully to California policymakers for these investments to continue in future years, and ideally seek to convert programs like HHAP into stable, ongoing investments.
- **Advocacy to Maintain Federal Funding Must Continue:** As with goals 1, 2, 4, and 5, significant federal funding cuts have the potential to curtail both efforts to increase placements into permanent housing by removing sources of funding for that housing.

Federal cuts also have the potential to disrupt efforts to increase retention, as key supportive services are funded through federal Medicaid funds, Continuum of Care (CoC) program funds, and other federal sources. The Los Angeles region must advocate to federal partners both to continue funding for key programs, as well as forestall federal policy changes that would effectively function as cuts for communities like Los Angeles.

- **Alignment with Prevention:** Los Angeles must align its homeless prevention strategies with efforts to increase housing placements. This includes ensuring services are available for older adults who move from unsheltered homelessness back into housing, but may be at risk of returning to homelessness if adequate housing retention and prevention services are not available.

Goal 4: Prevent People from Falling into Homelessness with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The prevention subcommittee formalized the following metric for goal 4:

- **Metric 4a:** Reduce the number of people who become newly-homeless by xx%.

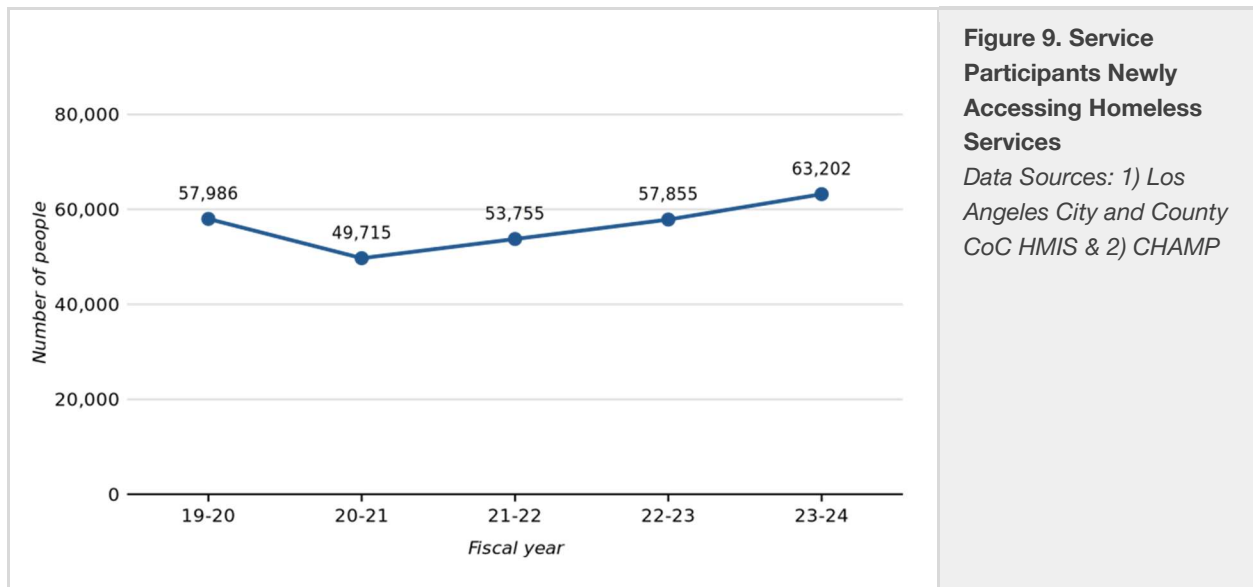
This metric intends to use administrative data from HMIS and CHAMP to measure the number of service participants who are “newly” accessing services, with evidence that this is the first time they have been homeless in 24 months or more.

Baseline Data

The subcommittee established one baseline measure, using the above definition:

- **Baseline 4a:** Number of service participants newly-accessing services in FY 23-24 with evidence that this first time homeless in 24 months or more: **63,202 people**

See Figure 9 below for the five-year trend of this data, which shows a modest 3% year-over-year average increase over the last five years.



For this baseline figure, it is worth noting that over half of all service participants in HMIS and CHAMP are considered “newly homeless,” suggesting a staggering level of inflow to the homeless services system. Moreover, should the trend of a 3% average increase in new enrollees continue year-over-year, the number of new enrollees in five years would be 73,300.

Metrics and Milestones Summary

Goal 4: Prevent People from Falling into Homelessness

End of 2030 Metrics

- **Metric 4a: Decrease by 20%** by the end of 2030 the Number of Service Participants Who Become Newly Homeless (as measured in administrative data), from a Baseline of 63,202 in FY 23-24 to a target of 50,561 people in 2030.
 - The system's efforts to achieve this goal must be guided by the overarching equity principle to reduce the disproportionate number of Black and American Indian Alaska Native and the increasing number of Latino/x people experiencing homelessness. Effective prevention that reduces inflow into homelessness services is a key strategy to counteract the systemic and structural injustices that drive people into homelessness and disparately affect people in these groups. By reducing inflow by 20%, we also aim to actively promote equitable

access to prevention programs and to reduce the number of Black, American Indian Alaska Native and Latino/x people who fall into homelessness.

Annual Milestones

Metric 4a: Decrease by 20% by the end of 2030 the Number of Service Participants Who Become Newly Homeless (as measured in administrative data), from a Baseline of 63,202 in FY 23-24

Year	% Change from Baseline	Annual Inflow Number
Baseline	+0%	63,202
July 1, 2025-June 30, 2026	+5%	66,302
July 1, 2026-June 30, 2027	+2%	64,466
July 1, 2027-June 30, 2028	-11%	56,313
July 1, 2028-June 30, 2029	-15%	54,038
July 1, 2029-June 30, 2030	-18%	51,712
Full Year Ending December 31, 2030	-20%	50,561

Rationale

The subcommittee had a number of considerations that informed the target of a 20% reduction in newly homeless enrollees over the evaluation period, from a baseline of 63,202 to 50,561. One of these is recognition that a 20% reduction is an even more ambitious goal when considering the upward trajectory of these numbers. Were the current trajectory to continue on a track of 3% annual growth, the number of newly-homeless enrollees would reach 73,300 in five years; the target of 50,561 represents a 31% reduction from this number.

Conditions and Assumptions for Success

The subcommittee established a number of conditions and assumptions that must hold in order for the target in goal 4 to be met. The top tier conditions and assumptions were identified as:

- **Prevention Funding and Programs Must Be Targeted and Cater to Those at Greatest Risk, Or They Will Not Reduce Inflow:** A number of assessments of

homeless prevention programs have found that targeting using key risk factors to identify those most likely to fall into homelessness has demonstrable impacts on inflow.¹⁴ Otherwise, funding goes predominantly to households that, though vulnerable, may not have fallen into homelessness without the prevention assistance provided. Evidence-based eligibility criteria include households at 50% Area Median Income (AMI) or below, with one or more additional risk factors (such as a prior history of homelessness, recent discharge from an institution, veteran status, older age, personal trauma, or other factors). If funding is not targeted in this way, or if eligibility criteria limits access to one particular vulnerable group (such as transition-aged youth or older adults, who together make up 12% of people experiencing homeless in Los Angeles) and not the broader at-risk population, homeless prevention dollars are unlikely to reduce inflow into homelessness, as they will not be serving people that would have otherwise become homeless.

Moreover, traditional prevention programs that serve broader swaths of the population often focus on eviction prevention services and rental assistance for leaseholders. A narrow focus only on services for leaseholders, however, leaves out the bulk of people who fall into homelessness; new statewide findings show that only a third of people entering homelessness came from a leaseholding situation, with the majority of people entering homelessness either coming from an informal living arrangement or an institution.¹⁵ Services such as flexible financial assistance that can assist leaseholders and non-leaseholders alike should complement eviction prevention, tenant education, rental assistance, and other services.

As new programs and policies are considered or existing policies are evaluated, people with lived experience of homelessness must be included and centered in program and policy design for homeless prevention efforts to be successful.

- **Prevention Funding Must Align with Equity Goals:** To ensure that prevention programs are reaching those who most need them, these programs must advance and align with shared equity goals, including setting a target for reducing the overrepresentation of groups disproportionately needing homelessness services. This must include active monitoring of who does and does not have access to prevention programs and whether programs remain effective and accessible for the most marginalized groups. This may also include ensuring that prevention funding is accessible to those who are most disproportionately represented among the population experiencing homelessness, such as adults between the ages of 25 to 64, who make up nearly 80% of the population experiencing homelessness in Los Angeles.

¹⁴ Till von Wachter et al., “Evaluation of LA County Prevention Targeting Tool” (California Policy Lab, 2021).

¹⁵ Benioff Homelessness and Housing Initiative, 2023. California Statewide Study of People Experiencing Homelessness.

- **The Region Needs A Prevention System with an Appointed Executive Manager:** Currently, the Los Angeles region deploys a range of prevention strategies across departments and jurisdictions which do not work in concert with each other. The region must appoint an executive level policy leader or manager to align the region's systems and investments to centralize a "homeless prevention system" across Los Angeles County. This manager would provide operating standards and best practices to ensure consistency, quality, accessibility, and equity across the region.

Six additional conditions and assumptions for success were identified. These include:

- **Eligibility for homelessness service workers:** Many frontline workers and case managers in our homelessness services system are themselves at risk of homelessness. Yet they are often unable to access prevention programs at their employer due to public contract terms that do not allow employees to access funds for clients. System administrators should ensure that employees of service providers who meet the eligibility criteria can access prevention resources from other sources. This will help support a vulnerable population, help retain workers, and strengthen our capacity to provide the high-quality services required for all Measure A goals. Ultimately, the system should address the pay structure for homeless services workers such that compensation reflects liveable wage standards for Los Angeles.
- **Augment Funding:** The 20% inflow reduction goal is dependent both on better alignment of existing resources from cities, the county, state, and federal sources, but also on new resources for targeted homeless prevention. New inflow into the system exceeds available funding to the system, and additional advocacy is needed to obtain the funding needed to scale up prevention resources to meet growing demand.
- **Data:** All Measure A-funded prevention programs must enter program data into HMIS, which is an essential component of knowing whether prevention service participants eventually become homeless in the future. This, in turn, is a prerequisite to effective program evaluation and assessment of whether prevention programs are reaching the right target population.
- **Accessibility:** Prevention programs must be easy to access and visible to the public, in addition to person-centered. Nearly two-thirds of people that were newly-homeless had not sought assistance from public agencies or providers,¹⁶ relying instead on friends and family, highlighting the need for interventions to be highly visible to people who are at risk.
- **Evaluation:** The region must continue to evaluate the impact of prevention programs. The lessons from program evaluation must be applied to scale what works to use prevention dollars as effectively as possible.

¹⁶ Ibid.

- **Service History:** For prevention to be effective and reach its goals, more data should be marshalled to better understand the service history of those who are newly-enrolling in homeless services. This should include a better understanding of other history such as history of incarceration, contact with the child welfare system, and other risk factors.

Goal 5: Increase the number of affordable housing units in Los Angeles County with a focus on addressing gender, ethnic and racial disproportionality, disparities and inequities

Metric Established by Subcommittee

The subcommittee working on this goal established two metrics, each relating to a key component of making housing affordable for people at the lowest incomes. The subcommittee established metrics for production of affordable housing units and preservation of affordable housing. The metrics established are:

- **Metric 5a:** Increase by xx% the production of affordable housing.
- **Metric 5b:** Increase by xx% the preservation of affordable housing units.

Baseline Data

In order to develop goals for affordable housing, the subcommittee worked with the USC Lusk Center for Real Estate to develop estimates of the need for affordable housing in Los Angeles County, along with estimates of the baseline of affordable housing production and access across Los Angeles County.

For the purposes of developing a measure of Los Angeles County's need for affordable housing, the subcommittee developed a measure based on the shortage of housing that is affordable¹⁷ for low-, very-low, extremely-low, and people experiencing homelessness. Taken together, these groups collectively have a shortage of 375,622 units. See table 1 below for this data disaggregated by income levels.

While the overall shortage number continues to be staggering at 375,622, it is worth considering that this topline number may still underemphasize the severity of shortage for

¹⁷ For the purposes of this exercise, the subcommittee defined affordability as meaning a household would pay 30% of their income or less, which aligns with criteria from U.S. Department of Housing and Urban Development (HUD).

those households at 50% AMI and below, for which there is a 578,775 unit shortage. While there is a surplus of units for low-income households at 50-80% AMI, these units are not available or affordable to households that are homeless, extremely low-, or very low-income.

Table 1. Available and Affordable Housing Unit Shortage by Income Levels in Los Angeles County, 2023 <i>Data Source: 2018-2023 American Communities Survey Five-Year Estimates</i>			
Household Type	Number of Households	Number of Available and Affordable Units	Shortage/Surplus
Homeless Households	68,297	0	-68,297
Extremely Low Income (0-30% AMI)	499,688	112,219	-387,469
Very Low Income (30-50% AMI)	301,432	178,423	-123,009
Low Income (50-80% AMI)	400,571	603,723	+203,152
Total	1,269,988	894,365	-375,622

Using this data to measure the overall picture of housing affordability in Los Angeles, USC Lusk also provided baseline data on the production of affordable housing across Los Angeles County:

- **Baseline 5a:** Average number of affordable housing units produced annually across Los Angeles County from FY 19-20 to FY 23-24: **1,700 affordable housing units.**

Table 2 below details the number of affordable units produced¹⁸ each of the last five years Countywide.

Table 2. Number of Affordable Housing Units Completed in Los Angeles County, 2019-2023 <i>Data Source: California Department of Housing and Community Development Annual Progress Reports</i>					
	2019	2020	2021	2022	2023
ELI/VLI (0-50% AMI)	346	137	659	669	1,653
LI (50-80% AMI)	275	470	938	660	3,583
Total Units, 80% AMI and Below	621	607	1,597	1,329	5,236

- Baseline 5b: Number of units that are at risk and in need of preservation assistance: **9,126 affordable units**

In order to determine the number of affordable housing units that are at highest risk of being lost, either due to expiring affordability covenants or due other financial, operational, or physical risks to the units, the subcommittee looked at the universe of affordable units greater than 10 years old.

The subcommittee used data from the City of Los Angeles Housing Department (LAHD) and the Los Angeles County Development Authority (LACDA) to determine that there are over 38,000 affordable units, 25% of which are Permanent Supportive Housing, which are over 10 years old. The subcommittee assumed that 50% of this older PSH (4,803 units) and 15% of the affordable housing units that are not PSH (4,323 units) will need some form of preservation assistance over the next decade, for a total of 9,126 units in need of assistance. The subcommittee estimated that the cost of preservation is an average of \$125,000 per unit.

- Baseline 5c: Number of units that are currently affordable as a result of “access” strategies such as rental assistance: **86,376 leased housing choice vouchers.**

As a baseline for access, the subcommittee established that there 86,376 leased housing choice vouchers across a range of public housing authorities (PHAs) throughout the region. It is worth noting that the region’s PHAs have over 101,151 units *allocated* through the federal voucher program. However, because PHAs in Los Angeles often must pay above fair-market rent (FMR) to secure landlords to lease units to their tenants in a very competitive housing

¹⁸ Production of a housing unit is counted based on the issuance of a certificate of occupancy.

market, PHAs often do not have sufficient federal funding to lease their entire allocated share of vouchers. Despite the 14,775 unit gap between the number of allocated units (101,151) and the number of units that are leased (86,376), most PHAs in the County have spent 100% of their voucher budgets, meaning they cannot fully lease their allotted units without more funding from the federal government to fully utilize their allocation. **While the LTRHA and ECRHA are not recommending a performance metric around access to affordable housing using rental subsidies due to the major uncertainty in the federal funding landscape, advocating for continued and even increased rental subsidies will be essential to meeting goals identified throughout this report.**

Target Metrics and Milestones Summary

Goal 5: Increase the number of affordable housing units within Los Angeles County

End of 2030 Metrics

- **Metric 5a. Increase by 41%-53%** the current level of affordable housing production from a baseline of 1,700 units in FY 23-24 to a target of 2,400-2,600 in 2030.
- **Metric 5b:** Increase the current level of affordable housing units being preserved to **420 units** preserved annually to assure net gains of affordable housing as new production ramps up.

Annual Milestones

Metric 5a: Increase by 41%-53% the current level of affordable housing production from an average baseline figure of 1,700 units per year.

Year	% Change from Baseline	Annual Number of Affordable Units Produced
Baseline	0%	1,700
July 1, 2025-June 30, 2026	+12%	1,900
July 1, 2026-June 30, 2027	+24%-47%	2,100-2,500
July 1, 2027-June 30, 2028	+6%-39%	1,800-2,500
July 1, 2028-June 30, 2029	+11%-28%	2,000-2,300
July 1, 2029-June 30, 2030	+22%-39%	2,200-2,500

Full Year Ending December 31, 2030	+41%-53%	2,400-2,600
---------------------------------------	----------	-------------

Rationale

The subcommittee had several factors inform their recommendations on goals, with five different avenues of housing production making up the overall production goal:

- *Current Production:* The subcommittee assumed that current local resources would continue to make up a portion of affordable housing production
- *Gap Fill:* The subcommittee assumed and recommends that a portion of Measure A dollars be made available through a “Fast Track Housing Fund” to provide financial support to projects already in construction that have a funding gap.
- *Accelerate:* The subcommittee noted a significant number of projects that are currently far along in the development pipeline and “shovel ready” but have not yet begun construction, where a small Measure A investment could move them into the construction phase and accelerate their progress.
- *Acquisition:* As another lower-cost mechanism to accelerate production, the subcommittee recommends that a portion of Measure A funds be utilized for acquiring and converting existing buildings into affordable housing, and has projected a portion of these units as part of their production goal.
- *Innovation:* Finally, the subcommittee’s recommended goal for production includes a portion of units stemming from investments that produce housing units at greater speeds and lower costs.

On the preservation side, the subcommittee also discussed a growing number of affordable and supportive housing projects that have significant deferred maintenance and are at risk of being lost. The subcommittee estimated that \$52 million annually would be sufficient preservation investment to ensure that any losses of units do not slow progress of adding net new affordable units.

Finally, on rental subsidies in the housing system, the subcommittee noted that while adding thousands of new vouchers will be politically challenging, there may be other ways to increase the number of vouchers available by advocating for funding to increase PHAs budget authority, which is discussed further in the section below. This work remains essential to meeting goals throughout the homeless system and strong advocacy here must continue despite the federal budget uncertainty.

Conditions and Assumptions for Success

The subcommittee identified 11 key conditions and assumptions that should be considered as critical factors in Los Angeles hitting the targets proposed here:

- **Resources from Federal, State, and Local Sources Must Stay Steady:** The goals outlined in this section assume that resources from the federal, state, and other local governments remain steady in future years. However, as the recent “freeze” of federal grants demonstrated, this outcome is far from certain and threatens to derail these goals, both by removing key sources of funding for affordable housing, while also adding to the level of need for low-income people that rely on federal support for nutrition assistance, rental assistance, healthcare, and other safety net programs.
- **Innovation Must Play a Role in Bringing Down Costs, Diversifying Financing:** With costs of developing affordable and supportive housing continuing to rise, the region must seek ways to control and lower costs, including exploring innovations in construction and financing projects. Innovations such as bulk purchasing of construction materials, more use of acquisition as a strategy to add units, and other considerations should be explored. Other innovations can help reduce reliance on federal tax credit funding for housing production.
- **Increasing Federal Budget Authority Can Increase Vouchers in Circulation:** As noted above, a number of PHAs across the region have vouchers that go unused not because they cannot find landlords to accept them, but because they have insufficient funding allocated from the federal government to support their full allocation of vouchers. In a competitive market such as Los Angeles, the full cost of providing rents and landlord incentives, along with the cost of providing rental subsidies to people experiencing homelessness, who often have deeply low incomes at or below 15% AMI, means that PHAs are spending more than their allotted per voucher amount from the federal government. This allows PHAs to lease up their vouchers, but ultimately shrinks the overall number of vouchers they can utilize. Advocacy to the federal government should include a concerted effort to increase PHA’s budget authority, which could effectively add 15,000 vouchers across the region.
- **Housing Funding Should Be Allocated According to Gaps in Production:** In order for new affordable housing to reduce homelessness and reduce the number of people in acute crisis, new housing must target the income levels with the greatest production gaps. For example, USC data shows an excess of units being produced for people at 50-80% AMI and 80-120% AMI, while there is a severe shortage of housing for people at 30% AMI and below. To make immediate impacts in the lowest income populations, housing must be targeted at that income level.
- **Measure A Can Be Sole Source or Leveraged:** Traditional affordable housing development requires a range of financing sources to be cobbled together, which can add time (and overall cost) to a project. Measure A can be used this way, which allows leveraging of other federal and state sources. But it may be appropriate at times for Measure A to make larger investments in an affordable housing project as the sole source of financing—thus reducing complexity and time and delivering units faster.

- **LACAHSA Can Issue Bonds, and Increase Leverage:** As an entity that can issue bonds, LACAHSA can use Measure A funds to issue bonds, and leverage further dollars to increase production.
- **Production Alone Will Not Close the Gap:** With an overall shortfall of 375,000 units, housing production alone will not meet the need. The region must consider other lower-cost strategies to complement production, including rental subsidies, master leasing, and acquisition, among others.
- **Focus on Shovel Ready Projects:** Building new affordable housing can be a lengthy process, including as new programs for new funding sources such as Measure A take additional time to seek input from the community, develop funding guidelines, and issue requests for proposals (RFP). A focus on funding projects that are “shovel ready” and further along in the development process will allow Los Angeles to see new affordable units become available faster.

Key System and Policy Changes for Regional Leadership to Move Forward

As noted in the goal sections above, there are a number of conditions that must be met in order to ensure the targets recommended in this report are reached. Some of these depend on external actors, like state and federal government partners. However, a number of these conditions entail actions that regional partners can take. The ECRHA and the LTRHA members should utilize the Measure A Regional Homeless plan and move forward all local actions identified in this report, including:

- **Ensure new affordable housing can be accessed by the homeless response system:** All three policy subcommittees identified this as a need—to align eligibility in the Los Angeles region’s increasing investments in affordable housing with the targets and populations that need to be served to reduce homelessness and increase housing placements from the homeless system.
- **Invest in robust services for those with behavioral health conditions:** As the region seeks to house more people with SMI and/or SUD, more supportive services will need to be available to support these individuals in housing and to ensure they do not fall back into homelessness at high rates.
- **Appoint a homeless prevention lead to align systems and resources:** As noted in Goal 4, a range of different systems have small homeless prevention programs, but they lack coordination. In some cases, these programs also do not target people with the greatest risk of entering homelessness. Regional leaders should appoint a

prevention system lead to align these programs and ensure targeted homeless prevention contributes to the goal of reducing inflow.

- **Focus on affordable housing innovations:** As the section on Goal 5 notes, high costs of producing affordable housing are a barrier to reaching these goals. Regional leaders should move forward with innovations like bulk purchasing of construction materials, innovative financing models, acquisition strategies, and other ways to bring down costs and deliver more units.
- **Align on advocacy:** A number of factors are outside the control of local actors. What local actors can do, however, is move in lockstep and align around a coordinated, tightly-focused advocacy strategy to state and federal partners.

Appendixes

Appendix A. Leadership Table Subcommittee Rosters

Homeless Prevention Subcommittee	
Name	Entity Represented
Dr. Jackie Contreras, Co-Chair	Los Angeles County Department of Public Social Services
Jose Osuna, Co-Chair	Brilliant Corners
Celina Alvarez	Housing Works
Onnig Bulanikian	City of Glendale
Bill Huang	City of Pasadena
Alison King	City of Long Beach
Maria Salinas	Los Angeles Area Chamber of Commerce
Brandon Scoggan	Valley Oasis
Janey Rountree	California Policy Lab
Jim Zenner	U.S. Department of Veterans Affairs

Homeless Response Subcommittee and Subgroups	
Name	Entity Represented
Dr. Va Lecia Adams Kellum, Co-Chair	LAHSA

Grant Sunoo, Co-Chair	Little Tokyo Service Center
Celina Alvarez	Housing Works
Alberto Carvalho	LAUSD
La'Toya Cooper	LA Emissary
Sarah Dusseault	
Giselle Espinoza	LAPD
David Allen Green	
George Greene	Hospital Association of Southern California
Darren Hendon	Veteran Social Services
Stephanie Klasky-Gamer	LA Family Housing
Janey Rountree	California Policy Lab
Maria Salinas	LA Area Chamber of Commerce
Stephanie Wiggins	LA Metro
Lisa Wong	LA County Department of Mental Health
Jim Zenner	U.S. Department of Veterans Affairs
Reducing Unsheltered Homelessness Subgroup	
Dr. Va Lecia Adams Kellum	LAHSA
Elizabeth Boyce	Housing for Health-LA County Department of Health Services
Alberto Carvalho	LAUSD
Ronson Chu	South Bay Cities Council of Governments
La' Toya Cooper	LA Emissary
Giselle Espinoza	LAPD
Darren L Hendon	Veteran Social Services
La Tina Jackson	LA County Department of Mental Health
Bevin Kuhn	LAHSA
Saba Mwine	LAHSA
Andy Perry	LA County CIO
Janey Rountree	California Policy Lab
Maria Salinas	LA Area Chamber of Commerce
Jim Zenner	U.S. Department of Veterans Affairs
Increasing Permanent Exits Subgroup	
Celina Alvarez	Housing Works
La' Toya Cooper	LA Emissary
Sarah Dusseault	

Maria Funk	LA County Department of Mental Health
George W. Greene	Hospital Association of Southern California
Craig Joyce	LA Metro
Sarah Mahin	Housing for Health–LA County Department of Health Services
Janice Martin	
Saba Mwine	LAHSA
Andy Perry	LA County CIO
Janey Rountree	California Policy Labs
Brandon Scoggan	Valley Oasis
Max Stevens	LA County CIO
Grant Sunoo	Little Tokyo Service Center
Stephanie Wiggins	LA Metro
Jim Zenner	U.S. Department of Veterans Affairs
Reducing Homelessness for SMI/SUD Subgroup	
Dr. Va Lecia Adams Kellum	LAHSA
Sarah Dusseault	
David Allen Green	SEIU 721
Maria Funk	LA County Department of Mental Health
La Tina Jackson	LA County Department of Mental Health
Stephanie Klasky Gamer	LA Family Housing
Yamira Lima	
Sarah Mahin	Housing for Health-LA County Department of Health Services
Janey Rountree	California Policy Lab
Max Stevens	LA County CIO
Grant Sunoo	Little Tokyo Service Center
Gary Tsai	Los Angeles County Department of Public Health
Dr. Lisa Wong	LA County Department of Mental Health

Affordable and Supportive Housing Production Subcommittee and Subgroups	
Name	Entity Represented
Lourdes Castro Ramirez, co-chair	Office of Los Angeles Mayor Karen Bass
Stephanie Klasky-Gamer, co-chair	LA Family Housing

Kevin Blackburn	Federal Home Loan Bank of San Francisco
Roberto Chavez	City of Inglewood
Isela Gracian	Office of Supervisor Holly Mitchell
Darren Hendon	Veteran Social Services
Margarita Lares	Housing Authority of the City of Los Angeles
Connor Lock	City of Long Beach
Alexis Obinna	
Jose Osuna	Brilliant Corners
Emilio Salas	Los Angeles Community Development Authority
Miguel Santana	California Community Foundation
Ann Sewill	Los Angeles Housing Department
Grant Sunoo	Little Tokyo Service Center
Affordable Housing Production Subgroup Co-Leads	
Ed Holder	Mercy Housing
Ray Mathoda	Anchor Loans
Affordable Housing Preservation Subgroup Co-Leads	
Emilio Salas	Los Angeles Community Development Authority
Ann Sewill	Los Angeles Housing Department
Affordable Housing Access Subgroup Co-Leads	
Margarita Lares	Housing Authority of the City of Los Angeles
Leepi Shimkhada	Housing for Health, Los Angeles County Department of Health Services

Equity Subcommittee	
Name	Entity Represented
D'Artagnan Scorza	Los Angeles County Chief Executive Office—Anti-Racism, Diversity, and Inclusion
Saba Mwine-Chang	Los Angeles Homeless Services Authority
Tolu Wuraola	Los Angeles County Chief Executive Office—Anti-Racism, Diversity, and Inclusion
Alex Braboy	Los Angeles Homeless Services Authority
Dr. Jackie Contreras	Los Angeles County Department of Public and Social Services
Angel Martinez	Los Angeles County Department of Health Services

Molly Rysman	Los Angeles County Department of Health Services
Stephanie Klasky-Gamer	LA Family Housing
Andy Perry	Los Angeles County Office of Chief Information Officer
Andrea Ilouliau	Los Angeles County Chief Executive Officer
Celina Alvarez	Housing Works
Peter Casey	California Policy Lab
Alexis Obinna	Homeless Youth Forum Los Angeles
La'Toya Cooper	LA Emissary
Amara Ononiwu	Faith Collaborative to End Homelessness
Meredith Berkson	Los Angeles County Chief Executive Office—Anti-Racism, Diversity, and Inclusion

Amendment Read-In at the Executive Committee for Regional Homeless Alignment (“ECRHA”) Meeting on March 14, 2025 on [Agenda](#) Item # 3: *Recommendation to approve the proposed Leadership Table for Regional Homeless Alignment (LTRHA) Baseline Data and Targets Metrics for Submission to the Los Angeles County Board of Supervisors.*

At the ECRHA meeting on March 14, 2025, the Committee members approved the baseline data and target metrics for presentation to the Los Angeles County Board of Supervisors (ECHRA Agenda Item #3) with the following read-in amendment:

- Amendment by vice-chair Nithya Raman: The ECRHA moves to approve these goals and metrics with the recommendation that the Los Angeles County Board of Supervisors not approve the proposed budget without clear connections between the homelessness funding and the goals and metrics.

Los Angeles County Chief Executive Office-Homeless Initiative FY 2025-26 Funding Recommendations Measure A Regional Plan

Overview

As outlined in the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A or Ordinance), the Los Angeles County (County) Board of Supervisors (Board) is charged with adopting a regional plan consistent with the goals and objectives established by the Ordinance.

The recommended regional plan outlined here, the Responsive Regional Plan, seeks to coordinate countywide efforts to combat homelessness. With participation from all local jurisdictions, the plan will provide an opportunity for alignment across countywide programmatic efforts, including but not limited to those funded by Measure A. As a living plan, it will continuously evolve, incorporating course corrections as the region adapts and continuously improves its efforts.

This attachment provides a summary of the Responsive Regional Plan and the steps to enable its implementation:

- 1) Adoption of the proposed framework for the Responsive Regional Plan (included in this Attachment);
- 2) Collection of additional data from jurisdictional partners to build a more comprehensive and inclusive version of the Responsive Regional Plan; and
- 3) Development of a process for continual updates from jurisdictional partners, creating a “living” Responsive Regional Plan.

Together, these components will provide a publicly available tool that will enhance regional coordination by providing visibility into both local jurisdiction and countywide efforts and improve tracking drivers of progress toward the Measure A goals and objectives.

Development of a Responsive Regional Plan Framework

Per Measure A, Section 6, A5, the Board is charged with adopting a regional plan that aims to reduce homelessness and increase the supply of affordable housing in the County by April 1, 2025.¹ The Ordinance included the option to satisfy the regional plan requirement by adopting the regionally coordinated plan developed for the most recent Homeless Housing, Assistance and Prevention (HHAP) grant application to the California Department of Housing and Community Development. The County’s HHAP application was a joint effort by the County, City of Los Angeles, and four Continuum of Care partners (Los Angeles Homeless Services Authority or LAHSA, Long Beach, Pasadena, and Glendale). It included a regionally coordinated action plan, developed through strategic partnerships and emphasizing data-driven, cross-system planning to strengthen the County’s response to homelessness. The plan was formally adopted by all six participating jurisdictions through a memorandum of understanding. While the extensive

¹ Measure A, Section 6, A5: “If another funding source mandates a countywide plan that includes housing and homeless services systems, that plan may serve as the regional plan this section requires.”

application process for the HHAP grant demonstrated deep countywide alignment, it was limited to the six partners and therefore required further expansion to include all local jurisdictional partners and unincorporated areas in the County.

Acknowledging that the County HHAP application does not encompass the efforts of all jurisdictional partners - such as the other 84 cities, Councils of Government, and unincorporated areas - the Responsive Regional Plan builds upon the HHAP application as a framework. The Responsive Regional Plan framework serves as a starting point to collect and organize data from all jurisdictions and unincorporated areas across the County.

Responsive Regional Plan Components and Data Collection

The Responsive Regional Plan has four components:

1. Goals - As outlined by Measure A;
2. Metrics - Adopted by the Board to measure progress toward goals;
 - a. Should the Board adopt revised metrics, the same changes will be reflected in the Responsive Regional Plan;
3. Impact Categories - Groups of similar or like action items aimed at achieving the goals of Measure A; and
4. Action Items - Unique or collaborative initiatives, efforts, and programs implemented within or across jurisdictions.

The impact categories and action items included in the Responsive Regional Plan framework in this Attachment are drawn from the HHAP application; the data collection processes described in the next section are intended to expand the Responsive Regional Plan to reflect additional jurisdictional efforts countywide.

To facilitate the collection of this critical information, an online platform will be developed, along with a formal process for jurisdictions to submit information on the strategies and programs they currently implement to address housing and homelessness. Each submission will be reviewed and finalized in partnership with the submitting jurisdiction. This publicly accessible platform will organize submitted information by Goals, Metrics, Impact Category, and Action Item, with filtering options by jurisdiction.

Each year, as collective efforts evolve, adjust, and course correct to achieve the Goals of Measure A, the Responsive Regional Plan must also adapt to reflect these changes. To that end, updates to the plan will include a process through the online platform for jurisdictions to submit new Impact Categories and Action Items, as well as amend prior submissions as changes occur over time.

Intended Uses and Benefits of the Regional Plan

Once implemented, the Responsive Regional Plan will serve as a tool to inform and strengthen the region's ability to align policy and program design across jurisdictions, inform best practices for standardizations of care, collaborate and remove roadblocks, scale effective programs, identify opportunities for system and cost efficiencies and drive investments toward greatest impact to achieve the Measure A goals.

Responsive Regional Plan Framework

Responsive Regional Plan Framework - A Living Document

Each page in this document takes the following structure:

Goal as outlined by Measure A							
Metrics as adopted by the Board of Supervisors to measure progress towards goals							
Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Groupings of similar/like Action Items aimed at achieving the goals of Measure A	Unique or collaborative initiatives, efforts and programs within or across jurisdictions	X's indicates the partner jurisdiction					

Action Items used to develop this framework were identified using the Los Angeles County collaborative Homeless Housing, Assistance and Prevention (HHAP) Grant application which was submitted to the State of California in March of 2024 on behalf of the County of Los Angeles, City of Los Angeles and the region's four Continuums of Care. This initial framework serves as a foundation for the Responsive Regional Plan to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

Note

This framework will be used to build an interactive online platform, allowing users to search by metric, goal, impact category, action item, and jurisdiction. The platform will also enable jurisdictions to contribute new impact categories and action items or amend existing ones through a submission process. The content here is subject to change to best reflect our collective jurisdictional efforts.

Glossary

Most program names included in the inventory are spelled out. Definitions for some major agencies and county departments that are referred to by acronym are below:

Acronym	Organization
CoC	Continuum of Care
LAHSA	Los Angeles Homeless Services Authority
HACLA	Housing Authority of the City of Los Angeles
LACDA	Los Angeles County Development Authority
DHS	Department of Health Services
DMH	Department of Mental Health
DPH	Department of Public Health
DCBA	Department of Consumer and Business Affairs
DCFS	Department of Children and Family Services
DPSS	Department of Public Social Services
DYD	Department of Youth Development
A&D	Aging and Disabilities Department
JCOD	Justice Care and Opportunities Department
CalWORKS	California Work Opportunity and Responsibility to Kids (CalWORKS) in the California Department of Social Services
LASD	Los Angeles County Sheriff's Department
DPW	Department of Public Works

Action items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

Responsive Regional Plan Framework - A Living Document

Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness									
Metric: Increase by xx% the number of people moving into interim and permanent housing from unsheltered settings, as measured through the PIT count, the encampment data tool and reporting groups experiencing unsheltered homelessness.									
Impact Category		Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC	
Coordinated Entry System (CES)			CES Regional Coordination	X		X			
Coordinated Outreach	Outreach Coordination	Emergency Centralized Response Center (ECRC)		X					
		Outreach Regional Coordination	X	X	X	X	X	X	
		DHS Multidisciplinary Outreach Teams (MDTs)	X	X	X	X	X	X	
	Outreach Teams	DMH Homeless Outreach Mobile Engagement (HOME) Teams	X						
		LASD Homeless Outreach Services Teams (HOST)	X						
		LAHSA Homeless Engagement Team (HET)	X	X	X				
		CoC Outreach Teams		X		X	X	X	
	Mobile Health Teams	DPH Mobile Vaccine and Testing Team (MVT)	X						
DHS Mobile Health Clinics		X							
Encampment Resolutions			Pathway Home	X		X			
			Inside Safe	X	X	X			
			Every Woman Housed (Skid Row)	X	X	X			
			Los Angeles River Encampment Resolution (CD 4)		X	X			
			Skid Row Action Plan (SRAP)	X	X	X			
			The Grand Corridor Encampment Resolution			X			
			CoC Specific Encampment Resolution Projects				X	X	
Housing Navigation			Housing Navigation Program	X	X	X	X	X	X
Interim Housing	Individuals	Interim/Bridge Housing (A Bridge to Home, Roadmap, Tiny Homes, etc.)	X	X	X	X	X	X	
		Behavioral Health Bridge Housing (BHBH)	X						
		Interim/Bridge Housing	X	X	X	X	X	X	
	TAY	Transitional Housing (TAY)	X	X	X	X	X	X	
		Interim/Bridge Housing	X	X	X	X	X	X	
		Special Populations	Interim/Bridge Housing (Individuals Exiting Institutions, Enhanced Bridge Housing for Women, Enhanced Bridge Housing for Older Adults, etc.)	X	X	X	X	X	X
	Stabilization Housing		X						
	Recuperative Care		X						
	Emergency Shelter		Emergency Housing Programs (Winter Shelters, Crisis Housing, Emergency Response Shelters)	X	X	X	X	X	X
		Permanent Housing			Enriched Residential Care	X			
Permanent Supportive Housing	X				X	X	X	X	X
Housing Subsidies	Locally Funded Housing Subsidies	Time Limited Subsidies (TLS)	X	X	X	X	X	X	
		Shallow Subsidies	X	X	X				
		Flexible Housing Subsidy Pool (FHSP)	X						
		Tenant Based Vouchers (Housing Authorities)	X	X		X	X	X	
	Federally Funded Housing Subsidies	Project Based Vouchers (Housing Authorities)	X	X		X	X	X	
Supportive Services			Veteran & Military Family Services (VMFS)	X					
			Housing Supportive Services Program (HSSP)	X					
			Time Limited Subsidies Support Services	X	X	X	X	X	X
			Full Service Partnership (FSP)	X					
			Intensive Case Management Services (ICMS)	X			X	X	
Unit Acquisition			Resident and Property Support Services (RPSS)	X	X				
			Master Rental Subsidy Agreement (MRSA)	X					
			LACDA Housing and Homeless Incentive Program (HHIP)	X					
			Master Leasing Program	X		X			

Action Items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This Initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

Responsive Regional Plan Framework - A Living Document

Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness

Metric: Reduce by xx% the number and proportion of the population experiencing homelessness with serious mental illness and/or substance use disorder.

Impact Category		Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Coordinated Outreach	Outreach Coordination	Emergency Centralized Response Center (ECRC)	X					
		Outreach Regional Coordination	X	X	X	X	X	X
	Outreach Teams	DHS Multidisciplinary Outreach Teams (MDT's)	X	X	X	X	X	X
		DMH Homeless Outreach Mobile Engagement (HOME) Teams	X					
		LASD Homeless Outreach Services Teams (HOST)	X					
		LAHSA Homeless Engagement Team (HET)	X	X	X			
		CoC Outreach Teams		X		X	X	X
Mobile Health Teams	DPH Mobile Vaccine and Testing Team (MVT)	X						
	DHS Mobile Health Clinics	X						
Housing Navigation		Housing Navigation Program	X	X	X	X	X	X
Services and Benefits		Substance Use Prevention and Control (SAPC)	X					
		Safe Landing	X					
		DPSS Benefit Enrollments	X					
		Countywide Benefits Entitlement Services Team (CBEST)	X					
		Client Engagement & Navigation Services (CENS) (DPH - SAPC)	X					
Interim Housing	Individuals	Interim/Bridge Housing (A Bridge to Home, Roadmap, Tiny Homes, etc.)	X	X	X	X	X	X
		Behavioral Health Bridge Housing (BHBH)	X					
	Families	Interim/Bridge Housing	X	X	X	X	X	X
		TAY	Transitional Housing (TAY)	X	X	X	X	X
	Interim/Bridge Housing		X	X	X	X	X	X
	Special Populations		Interim/Bridge Housing (Individuals Exiting Institutions, Enhanced Bridge Housing for Women, Enhanced Bridge Housing for Older Adults, etc.)	X	X	X	X	X
		Stabilization Housing	X					
		Recuperative Care	X					
	Emergency Shelter	Emergency Housing Programs (Winter Shelters, Crisis Housing, Emergency Response Shelters)	X	X	X	X	X	X
Permanent Housing		Enriched Residential Care	X					
		Permanent Supportive Housing	X	X	X	X	X	X
Housing Subsidies	Locally Funded Housing Subsidies	Time Limited Subsidies (TLS)	X	X	X	X	X	X
		Shallow Subsidies	X	X	X			
		Flexible Housing Subsidy Pool (FHSP)	X					
	Federally Funded Housing Subsidies	Tenant Based Vouchers (Housing Authorities)	X	X		X	X	X
		Project Based Vouchers (Housing Authorities)	X	X		X	X	X
Supportive Services		Veteran & Military Family Services (VMFS)	X					
		Housing Supportive Services Program (HSSP)	X					
		Time Limited Subsidies Support Services	X	X	X	X	X	X
		Full Service Partnership	X					
		Intensive Case Management Services (ICMS)	X			X	X	

Action Items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

Responsive Regional Plan Framework - A Living Document

Goal 3: Increase the number of people permanently leaving homelessness

Metric: Increase by xx% the number of persons who have exited homelessness to a permanent destination and have not returned after two years.

Impact Category		Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC	
Coordinated Outreach	Outreach Coordination	Emergency Centralized Response Center (ECRC)	X						
		Outreach Regional Coordination	X	X	X	X	X	X	
	Outreach Teams	DHS Multidisciplinary Outreach Teams (MDTs)	X	X	X	X	X	X	
		DMH Homeless Outreach Mobile Engagement (HOME) Teams	X						
		LASD Homeless Outreach Services Teams (HOST)	X						
		LAHSA Homeless Engagement Team (HET)	X	X	X				
		CoC Outreach Teams		X		X	X	X	
Mobile Health Teams	DPH Mobile Vaccine and Testing Team (MVT)	X							
	DHS Mobile Health Clinics	X							
Encampment Resolutions		Pathway Home	X		X				
		Inside Safe	X	X	X				
		Every Woman Housed (Skid Row)	X	X	X				
		Los Angeles River Encampment Resolution (CD 4)		X	X				
		Skid Row Action Plan (SRAP)	X	X	X				
		The Grand Corridor Encampment Resolution			X				
		CoC Specific Encampment Resolution Projects					X	X	
Housing Navigation		Housing Navigation Program	X	X	X	X	X	X	
Interim Housing	Individuals	Interim/Bridge Housing (A Bridge to Home, Roadmap, Tiny Homes)	X	X	X	X	X	X	
		Behavioral Health Bridge Housing (BHBH)	X						
	Families	Interim/Bridge Housing	X	X	X	X	X	X	
		Transitional Housing (TAY)	X	X	X	X	X	X	
	TAY	Interim/Bridge Housing	X	X	X	X	X	X	
		Special Populations	Interim/Bridge Housing (Individuals Exiting Institutions, Enhanced Bridge Housing for Women, Enhanced Bridge Housing for Older Adults, etc.)	X	X	X	X	X	X
			Stabilization Housing	X					
			Recuperative Care	X					
	Emergency Shelter	Emergency Housing Programs (Winter Shelters, Crisis Housing, Emergency Response Shelters)	X	X	X	X	X	X	
	Permanent Housing		Enriched Residential Care	X					
Permanent Supportive Housing			X	X	X	X	X	X	
Housing Subsidies	Locally Funded Housing Subsidies	Time Limited Subsidies (TLS)	X	X	X	X	X	X	
		Shallow Subsidies	X	X	X				
		Flexible Housing Subsidy Pool (FHSP)	X						
	Federally Funded Housing Subsidies	Tenant Based Vouchers (Housing Authorities)	X	X		X	X	X	
		Project Based Vouchers (Housing Authorities)	X	X		X	X	X	
Supportive Services		Veteran & Military Family Services (VMFS)	X						
		Housing Supportive Services Program (HSSP)	X						
		Time Limited Subsidies Support Services	X	X	X	X	X	X	
		Full Service Partnership (FSP)	X						
		Intensive Case Management Services (ICMS)	X			X	X		
		Resident and Property Support Services (RPSS)	X		X				
Unit Acquisition		Master Rental Subsidy Agreement (MRSA)	X						
		LACDA Housing and Homeless Incentive Program (HHIP)	X						
		Master Leasing Program	X		X				

Action Items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

Responsive Regional Plan Framework - A Living Document

Goal 4: Prevent people from falling into homelessness

Metric: Reduce the number of people who become newly homeless, as measured by administrative data, by XX%

Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Targeted Prevention	Problem Solving	X	X	X		X	
	Homeless Prevention Programs	X	X	X	X	X	X
	Home Safe	X		X			
	Homeless Prevention Unit	X					
Eviction Defense	Stay Housed LA	X					
	Legal Services	X	X	X			
	DCBA Foreclosure and Real Estate Fraud Program	X					
	DCBA Mediation/Dispute Resolution Program	X					
Housing Stability	Criminal Records Clearing Project	X	X				
	Housing Stability Services for Latino Youth				X		
	DCBA Rent Stabilization Program	X					
Financial/Rental Assistance	DCBA LA County Rent Relief Program	X					
	LACDA Open Doors	X					
	LACDA Housing and Homelessness Incentive Program (HHIP)	X					
	DPSS Cash Assistance	X					
	Breathe: Guaranteed Basic Income	X					
	DCFS Supervised Independent Living Program	X					

Action Items used to develop this framework were identified using the Los Angeles County HHAP Grant application. This initial framework serves as a foundation to which additional efforts can be added and amendments can be made to best reflect the work of jurisdictional partners across the County.

Responsive Regional Plan Framework - A Living Document

Goal 5: Increase the number of affordable housing units in Los Angeles County

Metric: Reduce by xx% the baseline of unmet need (500,000-550,000 unit shortage for people with very low-incomes and below), with additional submetrics for production, preservation, and access.

Impact Category	Action Items	County of Los Angeles	City of Los Angeles	LA CoC (LAHSA)	Glendale CoC	City of Long Beach & Long Beach CoC	Pasadena CoC
Production	Land Banking Pilot	X					
	Affordable Housing and Sustainable Communities Program (AHSC)	X	X				
	Affordable Housing Trust Fund	X					
	Homekey	X	X			X	
	LACDA Annual NOFA	X	X		X	X	X
Unit Acquisition	Resident and Property Support Services (RPSS)	X		X			
	Master Rental Subsidy Agreement (MRSA)	X					
	LACDA Housing and Homeless Incentive Program (HHIP)	X					
	Master Leasing Program	X		X			

Amendment Read-In at the Executive Committee for Regional Homeless Alignment (“ECRHA”) Meeting on March 14, 2025 on [Agenda](#) Item # 4: *Recommendation to approve the Affordable Housing, Homelessness Solutions and Prevention Now Transactions and Use Tax Ordinance (Measure A) Regional Plan for Submission to the Los Angeles County Board of Supervisors.*

At the ECRHA meeting on March 14, 2025, the Committee members approved the Measure A Regional Plan for presentation to the Los Angeles County Board of Supervisors (ECHRA Agenda Item #4) with the following read-in amendments:

- Amendment by member Jennifer Perez:
 - The ECRHA moves to recommend to the Los Angeles County Board of Supervisors: The Board of Supervisors adopt a Local Solutions Fund with a hold harmless/best result for each city and unincorporated area among LA County’s six proposed funding formula options. From options one through six, each city and unincorporated area gets the highest dollar amount from any of the six options in Local Solutions Fund dollars. The total amount from these allotments shall form the baseline for the Local Solutions Fund in FY 2025/26 and continuing in subsequent years, acknowledging that the 88 cities in LA County are committed to meet their proportional share of the goals and targets in Measure A.

Los Angeles County Chief Executive Office-Homeless Initiative FY 2025-26 Funding Recommendations Community & Stakeholder Engagement

The Chief Executive Office - Homeless Initiative (CEO-HI) held a total of 22 virtual and in-person community listening sessions from August through October 2024, which drew just under 1,300 attendees (including 138 people with lived experience). Session participants were also invited to provide further input through an online survey, which 150 participants completed. Listening sessions were offered virtually and in-person through:

- 8 Service Planning Area (SPA) Sessions, one in each SPA
- 3 City/Councils of Government (COGs) Sessions
- 3 Sessions with People with Lived Expertise including Transition Aged Youth (TAY)
- 3 Homeless Service Providers Sessions including Education Stakeholders
- 2 Countywide Sessions in Spanish
- 1 Session with Faith-Based Partners
- 1 Session focusing on Older Adults
- 1 General Countywide Session

As CEO-HI's largest annual community engagement effort, these sessions provide valuable insights beyond the annual funding recommendations. Throughout the year, CEO-HI leverages this information and shares it with partners to inform our budgetary decision making as well as efforts within the broader homeless response system. Additionally, the purpose of these community listening is to:

- Gather input from a broad range of stakeholders and partners to ensure our funding strategies and budget are responsive to and align with the diverse needs and priorities of communities countywide.
- Enhance strategies for addressing homelessness to guide our annual funding recommendations for homeless services and housing in Fiscal Year (FY) 2025-26.
- Engage with community stakeholders to gain their perspectives on potential programmatic and administrative improvements needed within the homeless services system.

On January 16, 2025, CEO-HI publicly released the draft proposed FY 2025-26 CEO-HI Funding Recommendations, which included a public information webinar and initiated a 19-day public comment period. The detailed webinar, PowerPoint, and supporting documents are posted and available to view on the CEO-HI [website](#). On February 13 and 27, 2025, CEO-HI also presented the draft proposed FY 2025-26 CEO-HI Funding Recommendations at the Homeless Policy Deputies' meeting in which public comment and input from the Deputies was received. CEO-HI, in collaboration with lead departments and agencies, reviewed stakeholder input from listening sessions, public comments, and the public webinar to inform the FY 2025-26 Funding Recommendations. CEO-HI integrates this input not only into the funding allocations but also into ongoing programmatic and administrative improvements to Homeless Initiative-funded efforts and continuous system improvements.

The chart below summarizes the most common or frequently heard community and stakeholder recommendations, input elevated during the processes described above, and what actions Los Angeles County (County) is taking and/or proposes to take to respond to those recommendations.

COORDINATE	
Stakeholder Recommendation	County Response
1. Improve coordination and collaboration between mainstream systems, local jurisdictions, and homelessness services systems for better accessibility to programs and resources.	In FY 2025-26, CEO-HI's Local Jurisdiction Coordination and Support (LJCS) Division will continue strengthening partnerships and streamlining communication with local jurisdictions to enhance homeless services coordination and accessibility. The Municipal Relations team within LJCS facilitates quarterly regional convenings with cities and COGs that cover critical topics such as the requirements of the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance (Measure A or Ordinance), the Local Solutions Fund, the role of the Los Angeles Homeless Services Authority (LAHSA) within the homeless services system, housing programs, and the County's role in service provision. The team also actively participates in regionally specific meetings and initiatives, including cities' and COGs' respective Homeless Task Forces, Homeless Workgroup Committees, and community meetings to develop cohesive, regional strategies for addressing housing needs and homelessness. Additionally, they participate in Independent Cities Association and Contract Cities Association seminars focusing on Measure H, collaborate with local jurisdictions, and the County's emergency declaration for homelessness.
2. Enhance collaboration and coordination among local jurisdictions and unincorporated areas to address street homelessness.	Since 2023, the County has led Pathway Home to resolve encampments countywide in partnership with local jurisdictions and unincorporated communities, bringing people experiencing unsheltered homelessness indoors and onto a path to housing stability while restoring public spaces to their intended use. The County also plays a vital role in the planning and execution phases of Inside Safe, the City of Los Angeles' encampment resolution program. In December 2024, the County also launched the Emergency Centralized Response Center (ECRC), a centralized response call center to enhance outreach coordination and communication for elected officials, jurisdictions, governmental agencies, and outreach teams. ECRC coordinates outreach and supports outreach teams in quicker access to resources for unsheltered individuals, and will assist with any structured/scheduled encampment efforts. In 2024, the Supreme Court ruled that local jurisdictions can address homelessness as determined by their legislative body, including through enforcement actions such as prohibiting

	<p>sleeping and camping on sidewalks and in public spaces (City of Grants Pass v. Johnson). While the Grants Pass ruling has broad implications in that it provides an opening for other municipalities to adopt similar legislation, the County is instead directing its resources toward working with our city partners to provide pathways and solutions to housing. After the Grants Pass decision was released, CEO-HI's LJCS Division increased its provision of technical assistance and clarifying information about the court decision and encouraged local stakeholders to invest in housing solutions. CEO-HI also developed a Good Neighbor Pledge signed by local jurisdictions to reinforce the importance of developing housing solutions for the region. CEO-HI's LJCS Division continues to work with local jurisdictions to educate, advise, and collaborate on best practices using housing focused solutions to reduce unsheltered homelessness.</p>
<p>3. Increase efforts to enhance coordination across Service Planning Areas (SPAs).</p>	<p>The CEO-HI FY 2025-26 Funding Recommendations include funding for Faith-Based Coordinators and Coordinated Entry System (CES) matching services, including those supported through the Department of Mental Health (DMH). The previously mentioned ECRC will also work with Service Planning Area (SPA) leads to coordinate efforts throughout the County. Due to insufficient funds, the FY 2025-26 Funding Recommendations propose a reduction in regional coordination. CEO-HI continues to work with LAHSA, SPA leads, and departmental partners to explore mitigation strategies, including identifying and drawing down other potential revenue streams as well as supporting impacted staff, while maintaining continuity of critical services.</p>

PREVENT	
Stakeholder Recommendation	County Response
<p>1. Expand eligibility thresholds for prevention services.</p>	<p>As the County's centralized coordinating body to prevent and end homelessness, CEO-HI collaborates with County departments to advance efforts to ensure countywide prevention programs such as income support and safety net programs are accessible and meet the needs of diverse populations. For example, the Department of Consumer and Business Affairs launched a low-barrier Rent Relief Program in December 2023 to support those impacted by the COVID-19 pandemic. The CEO-HI FY 2025-26 Funding Recommendations demonstrate a shift in CEO-HI's strategy to fund targeted prevention efforts, including youth programs, shallow subsidies, the Homeless Prevention Unit, and flexible Problem-Solving. Funding will support new initiatives for system-impacted TAY and older adults at risk of homelessness, helping them access permanent housing and</p>

	connect to the County’s social safety net. CEO-HI will also work in partnership with the Los Angeles County Affordable Housing Agency (LACAHSa) on access to prevention services as the agency is required to spend at least 30% of its Measure A resources on tenant protection programs, totaling approximately \$100 million in FY 2025-26.
2. Strengthen partnerships with faith-based communities.	<p>The CEO-HI FY 2025-26 Funding Recommendations include continued funding to strengthen partnerships with faith-based communities, recognizing their deep-rooted community connections, capacity, and commitment to providing critical support. In collaboration with the Faith Collaborative to End Homelessness and LAHSA, CEO-HI is further enhancing these partnerships by:</p> <ul style="list-style-type: none"> • Strengthening the role and involvement of faith communities in homelessness services by providing training, technical assistance, and leadership development through training modules and ad-hoc training opportunities on various topics related to homelessness and the process for becoming contracted partners to receive direct grants toward preventing and ending homelessness. • Elevating faith-based leadership in governance and decision making through representation on the Leadership Table for Regional Homeless Alignment also known as LTRHA. • Enhancing coordination and supporting faith communities in their collaboration with the homeless response system through continued investment in the Faith-Based Coordinator pilot, which was initially funded through LAHSA in FY 2024-25. • Providing a dedicated opportunity for faith communities to network with one another and the homeless response system by hosting an annual Faith Leaders Summit in FY 2025-26.
3. Continue investing in critical prevention strategies to stop the inflow of homelessness.	The CEO-HI FY 2025-26 Funding Recommendations demonstrate a shift in its strategy to fund targeted prevention efforts, including direct housing assistance funding programs for older adults and youth, shallow subsidy programs, the Homeless Prevention Unit, and flexible Problem-Solving efforts. Due to insufficient funds, some previously funded CEO-HI funded programs did receive reductions in these Funding Recommendations. While the CEO-HI allocation to prevention programs has decreased in the FY 2025-26 Funding Recommendations, investments in prevention efforts focused on tenant protection and support programs – including eviction legal services, rental assistance, and relocation assistance for lower-income households - will increase with the adoption of Measure A and will be administered by LACAHSa. CEO-HI will work closely with LACAHSa to ensure coordination and

	<p>maximum impact across our prevention programs. The County is anticipating an end to several state and federal funding sources that support prevention efforts. For example, HomeSafe provides referrals to older adults who are at risk of or experiencing homelessness with resources and support to remain in their homes or secure new housing, with the goal of preventing them from entering the homeless emergency shelter system. The County is collaborating with advocates and provider organizations around this and other programs to advocate for continued funding for these important efforts and is also supporting transition efforts for households that will be impacted by the end of this state funded program.</p>
--	--

CONNECT	
Stakeholder Recommendation	County Response
1. Recruit and retain skilled case managers to alleviate high caseloads, and fill vacancies to enhance service quality.	<p>With the recently approved rate increase for interim housing beds, service providers are better supported and enabled to make deeper investments to recruit and retain their case management staff. Additionally, LAHSA supports new and existing case managers systemwide through its Centralized Training Academy, which provides training, technical assistance, and leadership development opportunities for frontline staff. By June 30, 2025, in alignment with the requirements of Measure A, the County will establish a labor council with equal representation from organized labor and nonprofit social service provider leadership to discuss pay equity and career development at contracted service providers, especially with regard to racial disparities and for those with lived experience of homelessness. This council will make recommendations to the Board of Supervisors (Board) on issues related but not limited to all levels of compensation, wages and benefits, and appropriate pay ranges as compared to County employees performing similar work, including the feasibility of contracts for social services positions financed by this Ordinance meeting or exceeding area wage standards, pay equity for service provider staff, and the allowance of cost-of-living adjustments. The labor council will provide initial recommendations to the Board by June 30, 2026.</p>
2. Increase the presence of outreach worker teams to support individuals experiencing homelessness.	<p>Due to funding constraints, the CEO-HI FY 2025-26 Funding Recommendations do not include an increase in outreach teams. There is level funding to support 38 Multi-Disciplinary Teams (MDTs) through the Department of Health Services' (DHS) Housing for Health Program (HFH) and 34 LAHSA Homeless Engagement Teams. These teams expect to have 21,000 estimated engagements during the fiscal year. There are new investments in the coordination of these teams through the above-mentioned ECRC, which supports the</p>

	centralized response call center to enhance coordination and communication for outreach efforts and encampment resolutions in partnership with elected officials, jurisdictions, governmental agencies, and outreach teams. It is expected that ECRC will support the increased impact of existing outreach teams by providing increased access to resources that outreach teams need to connect people experiencing unsheltered homelessness to interim housing and services.
3. Establish easily accessible, 24/7 multi-agency service hubs to provide immediate support for people experiencing homelessness, including those living with mental health and/or substance use disorders.	Launched with funding from CEO-HI and recommended for continued support in the CEO-HI FY 2025-26 Funding Recommendations, several 24/7 service hubs are operating in LA County. In FY 2022-23, DHS-HFH launched Safe Landing, the first interim housing site to accept clients 24/7, followed by a second site in Skid Row in 2024 as part of the Skid Row Action Plan. Similarly, LAHSA opened the Welcome Navigation Center in South Los Angeles in late 2023, which provides 24/7 access to meals, case management, and outreach services. CEO-HI is collaborating with DHS, LAHSA, outreach teams, first responders, and other stakeholders to monitor the impact of these sites and explore potential expansions, including onsite mental health and substance use disorder services.
4. Increase resources and awareness of homeless and housing resources for families with children in K-12 schools.	The CEO-HI FY 2025-26 Funding Recommendations include ongoing funding for both the Los Angeles County Office of Education (LACOE) and the LA Unified School District (LAUSD) to support children and youth at risk of or experiencing homelessness to enroll in school, access academic records, engage in educational planning, and enroll in post-secondary education where applicable. With an anticipated fiscal deficit in FY 2026-27, CEO-HI anticipates that these programs will not receive ongoing funding and are collaborating with partners to identify alternative funding to support the program moving forward and develop plans to mitigate impacts. For example, in this transition year, CEO-HI will explore a partnership with LACOE and LAUSD to expand the capacity of key staff within school districts on mainstream and homeless service delivery resources.

HOUSE	
Stakeholder Recommendation	County Response
1. Address the lack of interim housing beds specifically designated for subpopulations (TAY, DV/IPV, etc.).	The CEO-HI FY 2025-26 Funding Recommendations support interim housing beds for specific populations including older adults, domestic violence/intimate partner violence (DV/IPV) survivors, women, gender-diverse individuals, families, and TAY. The FY 2025-26 Funding Recommendations also support Every Woman Housed which provides temporary and long-term housing solutions and services for women, families, and

	<p>gender diverse individuals in Skid Row. Additionally, in coordination with the Department of Children and Family Services, CEO-HI plans to open three TAY-specific housing projects over the next year through the CEO-HI's Project Homekey Round 3 efforts and DCFS' Transitional Housing Program (THP) and Transitional Housing Plus (THP+) programs that are key to housing youth transitioning from the foster care system. Lastly, CEO-HI is collaborating with DHS to develop a 30-bed interim housing site for transgender and gender expansive individuals that is scheduled to be completed in 2025.</p>
<p>2. Ensure clients with substance use disorders and high acuity mental health disorders have appropriate resources.</p>	<p>In outreach services, the HFH MDTs serve unsheltered clients with more complex health and behavioral health conditions. MDTs include a licensed health professional, licensed mental health professional, substance use counselor, case manager, and peer specialist. The MDTs receive training on connecting clients to DMH and Department of Public Health-Substance Abuse Prevention and Control (DPH-SAPC) services. In addition, DMH Homeless Outreach & Mobile Engagement (HOME) teams serve unsheltered clients with specialty mental health needs and can refer clients to DMH resources. LAHSA generalist outreach teams work closely with MDT and HOME teams to connect higher-acuity clients to resources. CEO-HI also worked with LAHSA to include tracking of referrals to higher levels of care in HMIS. Referral data from HMIS is sent to County departments by LAHSA regularly to track dispositions and ensure all referrals receive the appropriate follow up.</p> <p>In interim housing, the FY 2025-26 Funding Recommendations support CEO-HI in leading the organization and execution of "service connection events" to connect clients in interim housing sites to the benefits and services through a day of local, state, and federal resource navigation such as physical and mental health services, substance use disorder treatment, benefits enrollment, life skills training, and more. CEO-HI is working to expand the reach of these events countywide.</p>
<p>3. Improve the habitability and quality of housing units for people experiencing homelessness.</p>	<p>The CEO-HI FY 2025-26 Funding Recommendations include support to the Department of Public Health's (DPH) Environmental Health Division for regular inspections of interim housing facilities to ensure they are within approved living standards and comply with applicable laws and ordinances. The newly adopted interim housing bed rate increases will provide higher levels of funding for interim housing sites and is expected to contribute to improving safety and quality of life for participants and staff. In the coming fiscal year, DHS will continue to bring together funders of PSH to identify and address systemic funding issues that contribute to challenges with maintaining safe and high-quality living conditions for</p>

	<p>participants. HFH has also launched a housing council as part of the Skid Row Action Plan comprised of residents of Skid Row that is examining and elevating areas for improvement. Interim housing and permanent supportive housing sites are required to meet habitability and quality standards set by the DPH and other County departments. For permanent housing programs, there are required habitability inspections by providers or voucher funders such as Public Housing Authorities. These inspections are conducted prior to approving a permanent housing unit for move-in and occur annually or as requested by a tenant to ensure housing is safe and habitable. In instances where a case manager is unable to resolve habitability concerns, participants can use the provider's formal grievance process to report and address issues related to the condition of their housing. CEO-HI continues to work with public housing authorities to ensure that participants' concerns are heard and appropriately addressed.</p>
<p>4. Increase investments in permanent supportive and affordable housing to ensure system throughput.</p>	<p>The CEO-HI FY 2025-26 Funding Recommendations includes funding to support unit acquisition strategies, including master leasing, to reduce the barriers to securing housing for clients with tenant-based vouchers and subsidies. With the passage of Measure A, new investments are being directed toward affordable housing initiatives -- specifically, an estimated \$32.1 million will be allocated to the Los Angeles County Development Authority (LACDA) for the development and preservation of housing affordable to lower-income households and an estimated \$383 million will be designated to LACAHSa to support various initiatives, including the construction of new affordable housing and the preservation of existing affordable housing.</p> <p>CEO-HI also invests an average of \$75 million annually from the Affordable Housing Trust Fund to the LACDA Notice of Funding Availability (NOFA) to build affordable housing throughout the County. Since 2016, LACDA has funded over 10,000 units of affordable housing through their NOFA. CEO-HI has also leveraged recent state investments in housing production, successfully securing funding through three rounds of Project Homekey to bring more than 2,000 new permanent supportive housing units online. The County continues to support these efforts and will be applying for the next round of Project Homekey+ that is specific to people experiencing homelessness who live with serious mental illness and/or substance use disorders as well as veterans.</p>
<p>5. Expand interim housing options in areas with extreme weather conditions.</p>	<p>The CEO-HI FY 2025-26 Funding Recommendations include support for the County's Winter Shelter Program (WSP), providing short-term, low-barrier shelter resources to people experiencing homelessness from November 1 to March 31, during the County's coldest winter months of the year. WSP</p>

	<p>consists of seasonal winter shelter sites, which are open and operated continuously throughout the winter season, and augmented winter shelter activations, which provide emergency shelter during periods of inclement weather (extreme cold/rain). The County recently activated shelter resources to support people experiencing homelessness impacted by the fire emergency that began January 7, 2025, opening an augmented congregate shelter site of 60 beds in the City of Long Beach and distributing more than 375 motel vouchers. The County is working to further expand its response to weather-related emergencies year-round, including extreme heat, mudslides, and fire related events through its Emergency Response Program. Outside the winter season, the County continues to leverage motel vouchers and emergency shelter sites through the Augmented Winter Shelter Program to respond to inclement weather or other related emergencies that necessitate shelter support. Additionally, ECRC will be able to manage beds within the existing interim housing bed portfolio to respond to urgent needs.</p>
<p>6. Provide specialized housing tailored to the needs of survivors of DV/IPV and/or human trafficking.</p>	<p>The CEO-HI FY 2025-26 Funding Recommendations include funding for interim housing and shallow subsidies which include support for the LAHSA Transitional Housing and Time-Limited Subsidy Joint Component Program which provides housing navigation and short and long-term housing solutions for DV/IPV survivors. Additionally, the DPH Office of Women's Health administers DV/IPV shelter-based programs and a DV/IPV support services program in partnership with the Department of Public Social Services (DPSS), which provides interim housing for CalWORKs families who are fleeing DV/IPV and/or human trafficking. The County also partners with LAHSA to ensure staff who work with DV/IPV and human trafficking survivors receive appropriate training to serve and support these populations and direct them to appropriate resources. CEO-HI's FY 2025-26 Funding Recommendations also provide the required funding match to ensure LAHSA's eligibility for DV CES Renewal funding which supports the development of centralized access for survivors by addressing gaps in service coordination between homeless services and survivor-focused programs.</p>
<p>7. Increase opportunities for TAY to remain within their communities through increased investments and drawdown of programs such as THP and THP+.</p>	<p>CEO-HI and DCFS are collaborating with County departments to advance opportunities to expand housing resources for former foster youth in the following ways:</p> <ul style="list-style-type: none"> • Leverage investments in the CEO-HI FY 25-26 budget, including housing strategies like master leasing and the Master Rental Subsidy program, to increase the number of units for TAY.

	<ul style="list-style-type: none"> • Partner with DCFS to expand the utilization of THP and THP+ by pairing the subsidies to recently awarded HomeKey projects. • Support a new initiative with DPSS to provide direct housing assistance for General Relief recipients who are system-impacted TAY at higher risk of long-term homelessness. • Partner with DCFS to support the Supervised Independent Living Placement and the Independent Living Program Transitional Housing Program, which provide youth experiencing or at risk of homelessness with resources and support to live independently. • Collaborate with DCFS to support the Family Unification Program and Foster Youth Initiative Vouchers available through the U.S. Department of Housing and Urban Development (HUD). • Support LAHSA through the CEO-HI FY 2025-26 Funding Recommendations to administer the Transitional Housing for TAY Program. • Place youth leaders in key County departments to advise and improve the systems that support youth, including the homeless response and housing system,
--	--

STABILIZE	
Stakeholder Recommendation	County Response
1. Maintain investments in critical stabilizing services like employment and legal services.	<p>Due to the structural budget deficit and increasing cost of services, CEO-HI has had to make difficult recommendations through this year's process that include program reductions that impact employment and legal services programs. To navigate these financial constraints, CEO-HI collaborated with funded agency partners and applied a set of criteria to prioritize commitments. CEO-HI's priority was to protect the most critical "foundational" programs and services which provide urgent and immediate interim and permanent housing support and outreach to people experiencing homelessness. These foundational programs are directly aligned with goals and metrics associated with Measure A. Additional details about the criteria and how they were applied to the reduced programs can be found in this Board Letter. Some services provided by impacted programs will continue to be available at a different level, as funding through CEO-HI may not have been the only funding source supporting the program. We will continue to work with funded partners to develop mitigation strategies for impacted programs. Despite these reductions, Measure A will allocate an estimated \$100 million to LACAHSa to support efforts including tenant protections, eviction legal services,</p>

	rental assistance, and relocation assistance for lower-income households.
2. Ensure TAY have access to programs that address their educational, and employment needs.	In 2024, CEO-HI partnered with LAHSA and County youth leaders to apply for the HUD Youth Homelessness Systems Improvement (YHSI) grant and was awarded almost \$800,000 in funding. The grant, which will run from November 2024 through April 2027, supports TAY who have experienced homelessness to work with CEO-HI and LAHSA to guide youth system programs and service delivery and will include a youth-led needs assessment to identify recommendations for system improvements, with a focus on educational and employment needs. CEO-HI will continue to seek opportunities to support TAY leaders who inform funding and policy changes to the homeless service delivery, child welfare, and mental health systems.

EQUITY	
Stakeholder Recommendation	County Response
1. Ensure equity remains a top priority.	Over the past year, CEO-HI, in partnership with the County's Anti-Racism, Diversity and Inclusion (ARDI) initiative, has continued to operationalize the County's racial equity framework across CEO-HI-funded programs, policies, services, and housing. A key focus of this work includes improving data collection and reporting strategies to enable a more accurate assessment of racial and ethnic disparities in systemwide performance across multiple metrics and outcomes. These efforts align closely with recommendations from the Executive Steering Committee (ESC) and the Blue-Ribbon Commission on Homelessness, ensuring that racial equity remains a top priority in all aspects of the County's homelessness response. To advance this work, in FY 2024-25 CEO-HI committed \$5 million to the Catalytic Equity Fund over two years, supporting efforts such as refining key metrics, enhancing data tracking, strengthening system coordination, and fostering cross-sector collaboration. This investment also supports the implementation of the Black People Experiencing Homelessness (BPEH) TaskForce, the Latino/a/x Experiencing Homelessness TaskForce, and the American Indian Alaskan Native (AIAN) Workgroup, each of which plays a critical role in identifying and addressing racial disparities in homelessness services. The second allocation of these funds are included in the CEO-HI FY 2025-26 Funding Recommendations, ensuring racial equity remains a central focus in all aspects of the County's homelessness response.
2. Ensure there is adequate funding to carry out the	The BPEH Implementation Committee, led by ARDI, is advancing key recommendations to address racial disparities

recommendations developed by the County's Black People Experiencing Homelessness Taskforce	in homelessness. CEO-HI and ARDI continue to invest in this work through the Catalytic Equity Fund, which strengthens data infrastructure, expands community partnerships, and drives system-wide improvements to enhance outcomes. These efforts are essential to embedding racial equity in homelessness services and ensuring data-driven decision-making. Through its partnership with ARDI, CEO-HI is not only investing in individual programs but also building the structural mechanisms needed to advance racial equity and maximize the impact of BPEH recommendations across the homelessness response system.
3. Improve data collection, reporting, and consistency for Black, Latino/a/x, and AIAN people experiencing homelessness.	In addition to aligning with federal data collection standards, CEO-HI and ARDI are also strengthening data collection, standardization, and cross-departmental integration to enhance data-driven decision making. These efforts will provide a clearer picture of racial disparities and inform more targeted interventions to reduce disproportionalities. A critical component of this work is targeted investments in improved data collection and accountability measures, including aligning the County's racial and ethnic data collection practices with updated federal standards. ARDI has onboarded a contractor to develop a governance and implementation framework that ensures consistency with these new standards while integrating an equity-focused data justice approach. By strengthening data alignment and coordination across departments, these efforts will support more effective resource allocation, policy development, and program evaluation to inform course corrections that reduce racial disparities. More specifically, in response to the BPEH workgroup recommendations, ARDI developed a public-facing data dashboard highlighting racially disaggregated data on homelessness and a comprehensive set of data metrics centering on the outcomes of Black People experiencing homelessness. Similarly, ARDI is also developing a dedicated AIAN homelessness outcomes dashboard and in collaboration with LAHSA and the City/County Native American Indian Commission, the AIAN Work Group is implementing data improvements outlined in the Board-approved AIAN homelessness report. ARDI is also beginning to implement the Latino's Experiencing Homelessness (LEH) recommendations in partnership with community organizations, working to address disparities and improve services for the Latino/a/x populations experiencing homelessness.
4. Expand and improve investments to ensure providers are culturally competent and have adequate resources for limited English speakers.	LAHSA, through both County and other funding, provides professional development and training opportunities, including enhanced cultural competency and language access, for staff who directly engage clients, including but not limited to those who conduct outreach and administer interim and permanent supportive housing programs.

5. Improve services and programs for TAY, particularly youth of color and youth who identify as LGBTQ+.	Through the HUD YHSI grant, CEO-HI, LAHSA, and County departments will hire youth with lived homelessness experience to help shape programs and services designed for TAY experiencing or at risk of homelessness. These TAY leaders will collaborate with those who design and fund the youth homelessness system to provide feedback on service delivery, child welfare, and mental health systems to ensure they are addressing the unique needs of all young people. This effort will include a youth-led needs assessment to identify recommendations for system enhancements, particularly for the most vulnerable TAY populations including those who identify as LGBTQ+ and people of color.
---	--

SYSTEMWIDE	
Stakeholder Recommendation	County Response
1. Continue investing in encampment resolution efforts, such as Pathway Home, to provide housing for individuals in encampments while restoring streets, sidewalks, and parks.	The CEO-HI FY 2025-26 Funding Recommendations proposes an increase to CEO-HI's investment in Pathway Home to \$159 million, including funding from the state Encampment Resolution Fund. Through Pathway Home, CEO-HI will continue to serve communities, collaborating with County departments to clean and restore sidewalks, parks, and other community spaces to their intended use while providing housing support to people experiencing homelessness. CEO-HI continues to pursue every available local, state, and federal resource available to continue to expand this vital program. In addition to Pathway Home, CEO-HI is also providing ongoing support through its FY 2025-26 Funding Recommendations for encampment resolution efforts in Skid Row, the Skid Row Action Plan, and the Every Woman Housed Action Plan, the latter which provides housing solutions and services to specifically to women, families, and gender diverse individuals who are experiencing unsheltered homelessness in Skid Row.
2. Prioritize including individuals with lived homelessness experience in decision-making processes and create specific roles for them to actively help shape or be employed within the rehousing system.	CEO-HI continues to improve how it partners with individuals with lived homelessness experience. Each year through the funding recommendation process, CEO-HI holds listening sessions and solicits and incorporates feedback from stakeholders into the budget, shares the feedback with lead partners, and continues to utilize it throughout the year to make ongoing course corrections and improvements to programs and services. Moving forward, CEO-HI has committed to enhancing its community engagement from a three-month process to a year-round effort. The CEO-HI FY 2025-26 Funding Recommendations also includes funding for Lived Experience Integration, which will expand the

	<p>meaningful involvement of individuals with lived expertise in funding, policy, and programmatic decision-making. In addition, the previously mentioned YHSI grant will support TAY with lived experience to improve the existing homelessness response system for youth by integrating them into the CEO-HI and LAHSA workforce. CEO-HI hopes to learn from this model to replicate it with other subpopulations. Lastly, CEO-HI is engaging with agencies to employ individuals with lived experience in roles that support PEH, including outreach staff on LAHSA's Homeless Engagement Teams, DHS Community Health Workers, and DMH's Promotoras.</p>
<p>3. Innovative investments in affordable housing such as partnering with organizations/stakeholders that have land available for development or properties that can be converted into permanent housing.</p>	<p>In 2024, CEO-HI launched a Land Bank Pilot with an allocation of \$22 million to acquire land or underutilized properties for the development of affordable housing. This initiative focuses on areas with existing or planned infrastructure investments where the risk of displacement is high. By partnering with nonprofit and community-based organizations, the County is creating a data-driven property evaluation and acquisition process that will evolve over time. The County's land bank website offers updates on the pilot, public access to parcel criteria, an interactive map with data sets, and a submission portal for parcel consideration. Once parcels are acquired, the CEO-HI will select developers to build affordable housing on the sites.</p>

**Los Angeles County Chief Executive Office
Anti-Racism, Diversity and Inclusion Initiative
Progress Update: Embedding Equity in Homelessness
Prevention and Response**

Introduction

Distributing Los Angeles County's (County) homeless resources equitably and effectively requires an ongoing commitment to addressing the systemic barriers that contribute to homelessness. This includes examining the County's own policies, practices, and procedures across its service delivery system, both internally and among external partners receiving funding. Addressing systemic barriers is particularly critical for populations disproportionality impacted by homelessness. Black and American Indian/Alaska Native (AIAN) residents continue to experience the highest rates of homelessness due to historical disadvantages and discriminatory practices, while the number of Latinx residents experiencing homelessness continues to grow. Ending homelessness in the County requires a deliberate focus on confronting these inequities and embedding racial equity across policymaking, funding, service delivery, and housing. As the lead funder, convener, and coordinating entity for the County's efforts to end homelessness, the Chief Executive Office - Homeless Initiative (CEO-HI) plays a critical role not only in the distribution of funds but also in optimizing departmental services, coordinating systems, aligning spending, and operationalizing the emergency declaration for homelessness. This role presents a unique opportunity to advance racial equity by embedding equity principles into planning, implementation, and service delivery to drive meaningful and measurable progress in reducing disproportionality.

Over the past year, CEO-HI, in partnership with the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, has worked to operationalize the County's racial Equity Framework across CEO-HI-funded programs, services, and housing. CEO-HI and ARDI continue to use a Targeted Universalism approach to reduce disproportionality for Black and AIAN people experiencing homelessness and to mitigate the growing number of Latinx people experiencing homelessness (Appendix, Figure 1). This report provides an update on progress made, highlights challenges and barriers, and outlines the next steps to ensure that equity is fully integrated into policy, planning, and service delivery.

Progress in Advancing Equity in the County's Homeless Service Response System

CEO-HI's FY 2024-25 Funding Recommendations Board Letter included an attachment entitled, "Embedding Equity in Homeless Initiative Funded Programs, Services, and Housing," in which CEO-HI and ARDI outlined key activities each entity would undertake to integrate equity within the homeless service response system. The following table details these activities and corresponding efforts to embed equity into CEO-HI funded programs, services, and housing. It includes updates on progress made

to accomplish key priorities and initiatives outlined in the attachment, as well as new developments that have emerged over the past year. Additionally, it provides a forward-looking overview of CEO-HI and ARDI's joint priorities for the coming year.

Table I provides a summary of progress made during FY 2024-25 on the workplan included in CEO-HI's FY 2024-25 Funding Recommendations Board Letter.

Table I. FY 2024-25 Workplan - Summary of Progress

Activity	Progress	Status
Landscape analysis of homeless programs and initiatives to ensure alignment with key equity principles	<ul style="list-style-type: none"> Assessed the racial equity impact of Measure H-funded programs through a retrospective analysis of CEO-HI's Quarterly Report data; worked with the Internal Services Department (ISD) to clean, organize, and upload the data to PowerBI to be able to visualize and manipulate the data (high-level analysis described below) 	Completed
Review of policies and practices to ensure equity is prioritized and embedded at every level of our operations and day-to-day practices	<ul style="list-style-type: none"> Developed a tool to assess how equity is embedded in CEO-HI policies, procedures, and practices, and how to address any gaps 	Ongoing
High-level analysis of systemwide performance outcomes; highlight key areas for improvement and identify where services for groups disproportionately impacted by homelessness needs to be strengthened	<ul style="list-style-type: none"> Developed a dashboard presenting data for at least 12 quarters of Quarterly Report data. Used this data to perform a retrospective analysis of the racial equity impact of Measure H-funded programs and provided high-level findings and recommendations for addressing data collection practices, data reporting, and strategies for addressing homeless outcomes 	Completed
Implement recommendations from the Ad Hoc Committee on Black People Experiencing Homelessness (BPEH), the AIAN Workgroup, and the forthcoming Latinos	<ul style="list-style-type: none"> Assigned two new Executive Fellows from the FUSE Fellows Program to assist in the implementation of the BPEH recommendations and completion of the Latinx Taskforce recommendations Approved and developed an itemized budget for the distribution of dollars made available through the Catalytic Equity Fund 	Ongoing

Experiencing Homelessness (LEH) recommendations		
Facilitate the adoption of the Equity Framework across the County to ensure alignment, increase coordination, and encourage accountability through convenings, trainings, and other activities	<ul style="list-style-type: none"> Identified objectives, stakeholders, and a consultant to participate in and facilitate the Racial Equity Implementation Committee CEO-ARDI Co-Chaired the Equity Subcommittee of the Leadership Table for Regional Homelessness Alignment (LTRHA) and developed Equity subgoals to be incorporated into the work underway by the Measure A LTRHA; forthcoming Racial Equity Implementation committee will work to put into practice these goals 	Ongoing
Public-facing dashboards with racially disaggregated data and other community-centered tools to enhance transparency and accountability	<ul style="list-style-type: none"> Launched the BPEH Dashboard to show factors relating to higher rates of homelessness for Black Angelenos, organized by the BPEH Implementation Steering Committee (ISC) prioritized Began the design and data collection for an AIAN Dashboard to show the unique systemic factors that contribute to higher rates of homelessness for this group Finalizing recommendations from the Latinx Taskforce, which will inform the LEH Dashboard 	Partially Completed/ Ongoing
Increase stakeholder engagement in utilizing the Countywide Equity Guiding Principles	<ul style="list-style-type: none"> Assembled the Community Solidarity Workgroup to bring community members from different groups to look at intersections of recommendations and group experiences, and organize to inform equitable outcomes for marginalized groups Hired community engagement teams and created tools to improve communication to highlight BPEH-ISC's progress in better serving and centering the Black experience in services 	Ongoing
Provide funding to support the implementation of the strategies	<ul style="list-style-type: none"> Created a Catalytic Equity Fund to provide funding support for the implementation of the BPEH, LEH, and AIAN recommendations 	Ongoing

Throughout FY 2024-25, CEO-HI and ARDI have deepened their work to address disproportionality and increase equity in the homelessness response system through a

shared focus on improved data and tracking, system coordination, and enhanced collaboration and stakeholder engagement. This includes using data to drive decision-making to support coordination and collaboration. Additional information on some of these efforts is described below.

Implementation of the Catalytic Equity Fund

Due to the significant racial disparities of homelessness in the County, multiple community stakeholders have come together over the last several years to assemble task forces whose primary objective is to reduce disparities in homelessness for their respective communities, including Black, Latinx, and AIAN people experiencing homelessness. The Ad Hoc Committee on BPEH originally released their comprehensive recommendations in 2018, and while critical work like the Coordinated Entry System Triage Tool Evaluation progressed, other work to implement the recommendations was significantly impacted by the pandemic. To accelerate the implementation of the Ad Hoc Committee on BPEH, and decrease disparities among other disproportionately impacted groups, CEO-HI allocated \$5 million in one-time Measure H funding in to establish the Catalytic Equity Fund to a) advance implementation of the recommendations of the BPEH Ad Hoc Committee; b) identify programming needs for the forthcoming LEH and AIAN recommendations; and c) to create programming that reduces disproportionality among the homeless population. The use of the fund offers a model on how to implement strategies using a Targeted Universalism approach with the aim to improve outcomes for those experiencing homelessness.

Targeted Universalism invites an environment that prioritizes belonging, which emphasizes the creation of systems and structures where all individuals are valued, supported, and integral to the community. ARDI led a process with the Implementation Steering Committee BPEH-ISC, including three monthly meetings as well as five office hours sessions to gather input from BPEH-ISC members to create recommendations on how to best utilize \$5 million to implement prioritized recommendations. Additionally, the ARDI team identified systemwide activities underway to ensure the resources were aligned and prioritized to support the implementation of prioritized recommendations. This funding has been a key resource for the following efforts:

- Developed a public-facing [data dashboard](#) (Appendix, Figures 2 and 2.1) highlighting a comprehensive set of data metrics centering the outcomes of BPEH in the County. The dashboard features bar charts with racially disaggregated data including homeless and upstream outcomes for other racial/ethnic communities in the County
- Developing a dashboard (forthcoming) that centers AIAN homelessness outcomes
- Onboarded of two FUSE Fellows to assist with implementation, tracking of metrics, and overall project management for BPEH and LEH
- Increased communications and community engagement efforts, including the development and distribution of impact stories shared through newsletter distribution, social media platforms, and the ARDI website

- Based on the AIAN Working Group needs including a partnership with County Counsel, secured Native American land use and tribal expertise, as well as funding to implement recommendations laid out in the Los Angeles Native American Indian Commission Land Acknowledgement and Harms' Report
- Secured consulting and facilitation support for a Racial Equity Implementation Committee and a Community Solidarity Workgroup to increase departmental alignment with recommendations and deepen community engagement

Latinos Experiencing Homelessness

Building on the strategies that emerged from the May 26, 2023, LEH Summit, ARDI regularly convened key partners from the Los Angeles Homeless Services Agency (LAHSA), CEO-HI and the City of Los Angeles (City) to coordinate efforts to mitigate the rise in LEH. The initial roadmap included activities to strengthen community engagement, improve multi-agency collaboration, complete a landscape analysis, and develop an implementation plan. The multi-agency partners have hosted various listening sessions with service providers, community-based organizations, residents, and people with lived experience to uncover barriers and gaps in services contributing to the rise in Latino's at risk of falling into or experiencing homelessness.

In December 2023, LAHSA and ARDI convened a Latinx Taskforce in partnership with Racial Equity Works, a strategic planning and training organization. The Latinx Taskforce is leveraging learnings from the Ad Hoc Committee on BPEH and the 67 recommendations developed in 2018. The Taskforce included researchers, community leaders, service providers, City and County officials, and LAHSA staff. ARDI and LAHSA co-hosted a convening on August 9th, 2024, for City and County entities and service providers to vet the preliminary recommendations and inform the final report. The Latinx Taskforce met monthly to assess gaps in County services that add to the growth in Latinx people falling into homelessness. The Latinx Taskforce developed a total of 61 recommendations, 25 of which have been prioritized to expedite County departmental review and implementation.

Retrospective Analysis of Measure H-Funded Programs

CEO-HI's Quarterly Reports are one way the entity provides updates to the Board of Supervisors (Board) on the implementation of its strategies and the impact of Measure H on preventing and reducing homelessness in the County. To track progress on many of the Measure H-funded programs – including homeless prevention, outreach, interim housing, permanent housing, and supportive services - County departments receiving these funds submit data, which is then synthesized into the Quarterly Report. In 2024, as part of its commitment to embedding equity in its programs, CEO-HI asked ARDI to conduct a retrospective analysis of the racial equity impact of Measure H-funded programs included in the Quarterly Report. The purpose of this exercise was to assess racial and ethnicity outcomes to determine whether and to what extent there were disparities between the populations served and use these findings to inform CEO-HI's strategy and programming.

Analysis of Data Processes, Procedures, and Workflow

CEO-HI provided ARDI the dataset containing quarterly data from 2017 to 2024 (29 quarters), ARDI worked closely with ISD's eGIS team to prepare the data for analysis. During the initial phase, the data were first extracted from the Excel spreadsheets. The data were then cleaned, organized, and summarized by major service area, strategy, race/ethnicity, department, quarter, and fiscal year. After creating a database to store the data, the data were standardized and imported into the database. A diagram of the database is depicted in Figure 3 below.

In order to ensure the completion of the analysis within a reasonable timeframe, ARDI and ISD established parameters determining which strategies, metrics, and quarters should be analyzed to enable ARDI to provide an analysis that is both meaningful and impactful. Next, ISD developed a data dashboard using PowerBI to enable the team (ARDI and ISD) to draw insights from the data. While reviewing the dashboard, the team found inconsistencies in how the data were reported by County departments (e.g., some reported the data cumulatively, while others reported the data for a single quarter). After speaking with departments to obtain clarity on which data reporting method was used, the database was revised via an iterative process that applied scripts to correct for the initial inconsistencies. As this process was underway, ARDI and ISD carefully noted each of these challenges and provided CEO-HI an interim report enumerating the data challenges, recommendations for improving data flow and quality, and a model for an automated data process that will collect and analyze these data more quickly and effectively.¹

Once the inconsistencies in the data were reconciled, ARDI and ISD worked on the dashboard's function, organization, and appearance. The resulting dashboard (see Appendix, Figures 2 and 2.1 below) groups the strategies into four categories aligning with CEO-HI's [New Framework](#) Pillars – Coordinate, Prevent, Connect, House, and Stabilize. Each of these categories combines data from one or more strategies (e.g., the prevention category is the combination of strategies A1 and A5 under the previous framework). Using the charts from the dashboard and its underlying data tables, ARDI performed a high-level analysis of data. ARDI calculated the average percentage for how much each group was served over 12 to 13 quarters on metrics such as number served, newly enrolled, exits to permanent housing, and housed for 12 months. These outcomes were then compared to Point-in-Time (PIT) count data, which was used as a reference statistic to analyze whether racial/ethnic groups were over indexed in services, under indexed in services, or served in proportion with their percentage in the PIT count. ARDI also examined permanent housing outcomes for each Pillar to determine which Pillar had the highest and lowest success rates with respect to exits to

¹ This development resulted in what became a two-step process in which ARDI provided recommendations based on its findings from both its analysis of: 1) the norms and data infrastructure undergirding the Quarterly Reports; and 2) racial/ethnic disparities in homeless service delivery access and outcomes.

permanent housing. ARDI then developed recommendations and shared both the dashboard and findings/recommendations with CEO-HI. In Table 2 below, we provide select findings and recommendations from both Phase I and Phase II.

Table 2. Select Findings and Recommendations from Retrospective Analysis of Measure H-funded programs.

	Findings*	Recommendations
Phase I	<ul style="list-style-type: none"> • Inconsistent data reporting methodologies used across departments (i.e., cumulative vs. non-cumulative) • Participants not deduplicated • Missing data for some metrics/quarters • Lack of demographic data for some metrics/quarters • Changes in demographic categories over time • Changes in metrics over time 	<ul style="list-style-type: none"> • Improve data collection and reporting at every level of the data pipeline • Ensure that demographic categories used in reports is aligned across departments • Disaggregate different types of exit outcomes/destinations to better understand causes of attrition and define business rules for metrics to enable the adoption of a more automated process
Phase II	<ul style="list-style-type: none"> • Among programs included in the Quarterly Report within the Prevention Pillar yield the highest rates of exits to permanent housing for all racial/ethnic groups, except AIAN • Among programs included within the House Pillar, permanent housing yielded the second highest rates of exits to permanent housing for most racial groups • Among programs included within the quarterly report the Outreach Pillar yields the lowest rate of exits to permanent housing for all racial/ethnic groups • AIAN participants were over indexed on services provided in each Pillar among programs 	<ul style="list-style-type: none"> • Use the dashboard to drill down into how each department is performing on each strategy and contributing to overall outcomes for each Pillar • Use the dashboard to drill down into how each strategy is performing and how each is contributing to overall outcomes • Implement the use of additional metrics to analyze what system-based dynamics are undermining the success of programs and contributing to racial inequities (e.g., attrition rates, attrition cause, etc.) • Analyze these findings alongside PIT count data such as homeless rate and rate of growth • Alongside outcomes for individuals, use family as a unit of

	<p>included within the quarterly report, (including exits to permanent housing and “housed for 12 months”). In the Prevention Pillar however, they are under indexed on permanent housing exits</p> <ul style="list-style-type: none"> • Asian participants tend to be under indexed on services in every Pillar, especially the House Pillar • Black participants are often over indexed on services in every Pillar except Outreach. Within the Outreach Pillar, however, Black exits to permanent housing is disproportionately higher than their representation in the overall unsheltered homeless population (i.e., PIT count) • Hispanic/Latino participants were consistently under indexed on every metric in every Pillar (especially permanent housing), except for the Prevention Pillar, where they tend to be slightly overserved on each metric • Native Hawaiian Pacific Islander (NHPI) participants were also consistently under indexed on every metric in every Pillar 	<p>analysis to analyze racial disparities in services provided to individual families</p> <ul style="list-style-type: none"> • Supplement data with qualitative data • Use preliminary analysis, alongside Measure A baseline data disaggregated by race and ethnicity to inform where the Racial Equity Implementation Committee will begin, in terms of implementing improvements • Utilize Phase 1 and Phase 2 findings, along with continued partnership at the Blue-Ribbon Commission on Homelessness (BRCH) Executive Steering Committee (ESC), to develop the data infrastructure and workflows to achieve Measure A universal goals and equity subgoals
*Caveats and data limitations apply to these findings		

These findings and recommendations align with many of the recommendations made by the BRCH’s ESC and aim improve to data collection and reporting strategies that will enable more accurate assessments of racial/ethnic disparities in systemwide performance on multiple metrics/outcomes.

Currently, the dashboard is only accessible internally. However, ARDI and ISD are in the process of modifying it to make it accessible as a public-facing dashboard. ARDI will host webinars to demo the dashboard for multiple stakeholder groups who use these data in their policy development, program design, and advocacy. Combined, the recommendations and dashboard emerging from this analysis will be important to the development of the recently passed ballot initiative Measure A goals and targets, as well as benchmarks, metrics, and annual milestones. This effort is just part of CEO-HI’s effort to improve homeless outcomes by improving homelessness data, incorporating

more data tools and analyses into its procedures and operations, providing the public more access and transparency around how and to what extent the County is making progress on its homeless goals.

Data Alignment and Coordination

Data alignment and coordination are critical to advancing racial equity in the County's homelessness response system. In support of CEO-HI's efforts, ARDI is playing a key role in strengthening data collection, data standardization, and cross-departmental integration to enhance data-driven decision-making. These efforts include:

- Supporting the implementation of the U.S. Department of Housing and Urban Development's (HUD) demographic data standards;
- Strengthening data quality and integration;
- Developing performance metrics;
- Standardizing practices for improving homelessness services Countywide; and
- Securing a researcher to support the alignment of race ethnicity data collection practices across County departments

CEO-HI's implementation of new demographic data standards is of particular note. In response to the Office of Management and Budget's revision of Statistical Policy Directive No. 15 (SPD15) mandating changes to the collection of data on race and ethnicity, HUD issued new HMIS data standards. These standards include guidance for collecting and reporting data on participants' race, ethnicity, gender, and sexuality. Over the course of several months, CEO-HI sought recommendations from several entities in the County regarding what considerations should be considered in adopting the new standards. CEO-HI invited ARDI, along with LAHSA, CEO Chief Information Office (CIO), Department of Health Services, and Department of Public Health (DPH) to participate in a workgroup whose aim is to 1) understand these departments' existing homeless demographic data collection practices; and 2) provide input on the new demographic categories, potential challenges, and opportunities for alignment.

Separately, ARDI and CIO were in the process of performing a comprehensive review of the County's demographic data collection practices and policies, as well as the feasibility for alignment, per the Board's 2024 motion in response to the revision to SPD15. Additionally, ARDI and DPH were in the process of developing a countywide data justice policy pursuant to a separate Board motion directing ARDI and DPH to develop standards for the disaggregation of the Asian American, NHPI population in the County. As a result of this work, ARDI has been critical to assisting CEO-HI's HUD Demographic Workgroup in contextualizing demographic changes to HMIS within the context of the County's broader efforts to standardize and align data collection, data disaggregation, and data reporting practices and policies. Since then, the CEO-HI has adopted the new standards. However, the workgroup's efforts to ensure alignment is ongoing.

The ARDI team created an initial set of 74 metrics through the synthesis of the workgroup's feedback as well as criteria such as feasibility and useability on a public facing dashboard. To strengthen the impact of the metrics, the ARDI team partners with CEO-HI to contextualize the metrics into three categories: 1) All Black Angelenos/Black Angelenos at risk of homelessness; 2) Black Angelenos in the crisis response system; and 3) Black Angelenos exiting the homeless system. This framework serves as the basis for how the BPEH metrics will be visualized via the public facing dashboard (Appendix, Figures 2 and 2.1). With the completion of the initial set of 74 metrics, the CEO-HI and ARDI teams will develop strategies to incorporate metrics into their existing data collection efforts. A key component of this effort is partnering with departments to develop a reporting cadence on progress related to the recommendations that will be shared via the public facing dashboard.

Additionally, the BPEH dashboard, can serve as a model for tracking the LEH Taskforce and AIAN Work Group recommendations, as well as other equity initiatives for the rehousing sector. Finally, ARDI and CEO-HI are actively working to implement an Equity Framework and utilize disaggregated data to inform system performance and drive programmatic changes. By improving data consistency and enabling CEO-HI to aggregate and disaggregate homeless outcomes across multiple systems, these initiatives will provide a clearer picture of racial disparities and inform more targeted interventions to reduce disparities. Additionally, in alignment with the Prevention and Promotion Coordination Implementation Team ARDI, in collaboration with CEO-HI, is working to identify funding opportunities for homelessness prevention and develop strategies to better leverage and braid funding to maximize impact.

FY 2025-26 Plans to Improve Equity in Los Angeles County's Homelessness Prevention and Response and Next Steps

ARDI and CEO-HI have built considerable momentum in their work to address disproportionality, disparities and inequities facing the homeless population and build equity into the County's homeless response system. With the passage and implementation of Measure A, ARDI and CEO-HI are committed to scaling efforts to increase equity in every facet of homeless prevention and response. ARDI and CEO-HI will form a Racial Equity Implementation Committee and a Community Solidarity Group. The Racial Equity Implementation Committee will regularly convene representatives from departments that receive funding from CEO-HI to review and analyze disaggregated data and to recommend and implement funding, administrative, and programmatic adjustments needed to improve outcomes for overrepresented groups and reduce disparities across the rehousing system. The Community Solidarity Group will include members from disproportionately and disparately impacted groups and will serve as an advisory group to inform ongoing implementation efforts. These two bodies will enable the County to better support Measure A progress and implementation.

ARDI and CEO-HI will continue to partner on efforts to incorporate and center equity in data gathering, analysis, and use. ARDI is a member of the LTRHA and is co-chairing the body's Equity Subcommittee along with LAHSA, to inform the Regional Plan and benchmarks, create critical population subgoals, define equity principles for Measure A,

and support other subcommittees on the creation of their goals. In addition to the above stated efforts, ARDI will continue to implement recommendations from the 2018 report on BPEH including the following:

- Partner with frontline workers through the scaling of the Santa Monica College Homeless Service Worker Certificate Program, to build a supported, trained, and thriving homeless service workforce;
- Deliver cultural humility, mitigating bias and anti-discrimination training to DCFS staff serving Transition-Aged Youth in alignment with the blind removals recommendations, in order to improve access, experience and outcomes for this vulnerable group; and
- Partner with departments to monitor implementation of the recommendations laid out by the BPEH ISC, AIAN Working Group, and LEH Task Force, through the formation of the Racial Equity Implementation Committee.

Conclusion

With the passage of Measure A, the County has an incredible opportunity to transform our rehousing system and to impact two other critical factors in reducing homelessness -- increased affordable housing and more robust homelessness prevention. In the coming months, CEO-HI and ARDI will ensure that each of these domains center equity and prioritize reducing disproportionality by designing equity benchmarks for each Measure A goal. CEO-HI and ARDI are committed to aligning resources, improving programs, and changing policies to improve access, experience, and outcomes for overrepresented and vulnerable groups. Their vision is that these efforts combined will result in a reduction in overall homelessness, but equally important, a marked decrease in the overrepresentation of different marginalized groups. The County has already begun to buck the national trend of increasing homeless rates and with increased resources and an enhanced focus on equity, we can also serve as a model for redressing centuries of harmful and racist policies that underlie our nations' history and current reality.

Figure 1. ARDI-HI Overarching Equity Framework

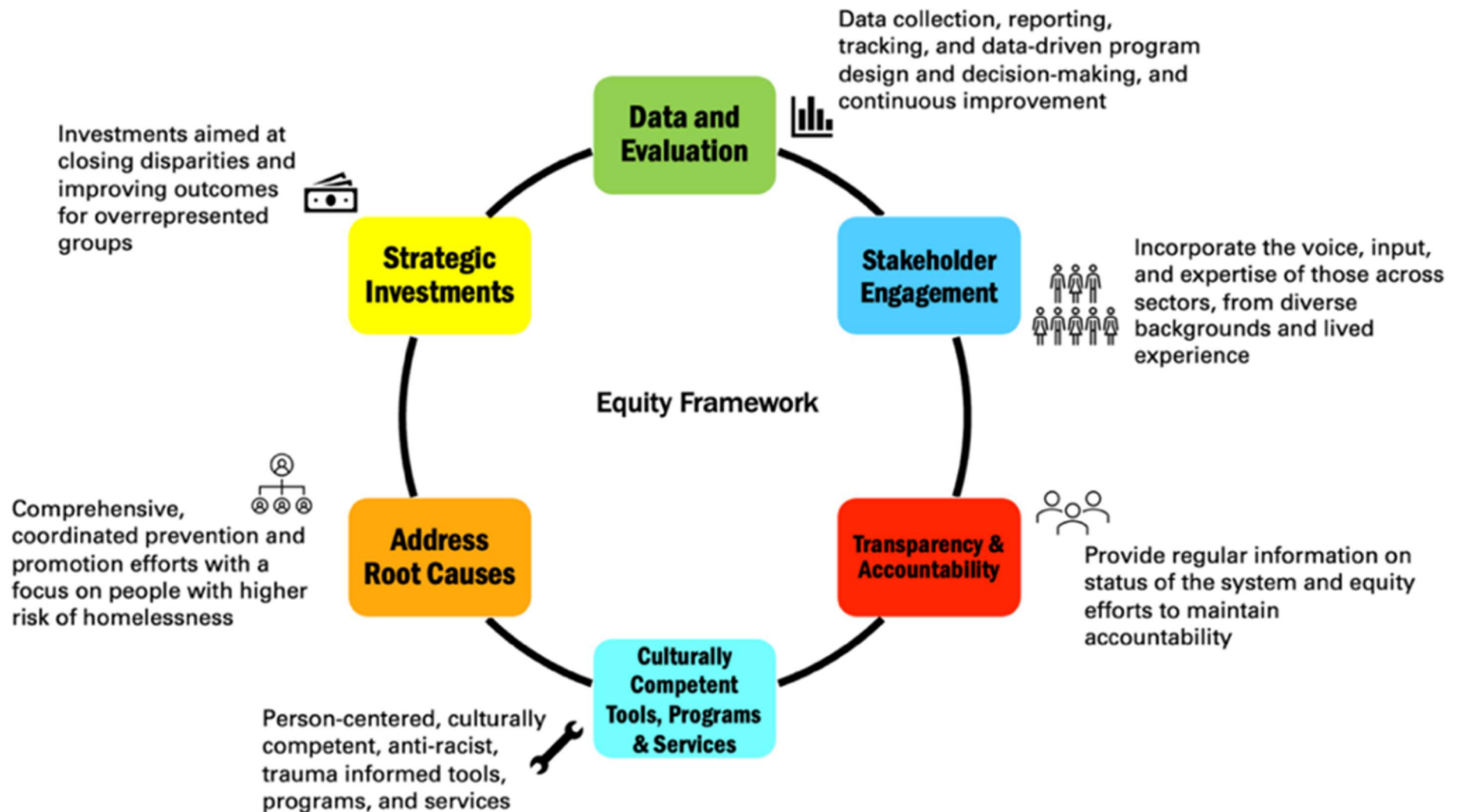


Figure 2. Black People Experiencing Homelessness Data Dashboard

Figure 2 shows a public-facing [dashboard](#) centering the outcomes of Black people experiencing homelessness in the County.

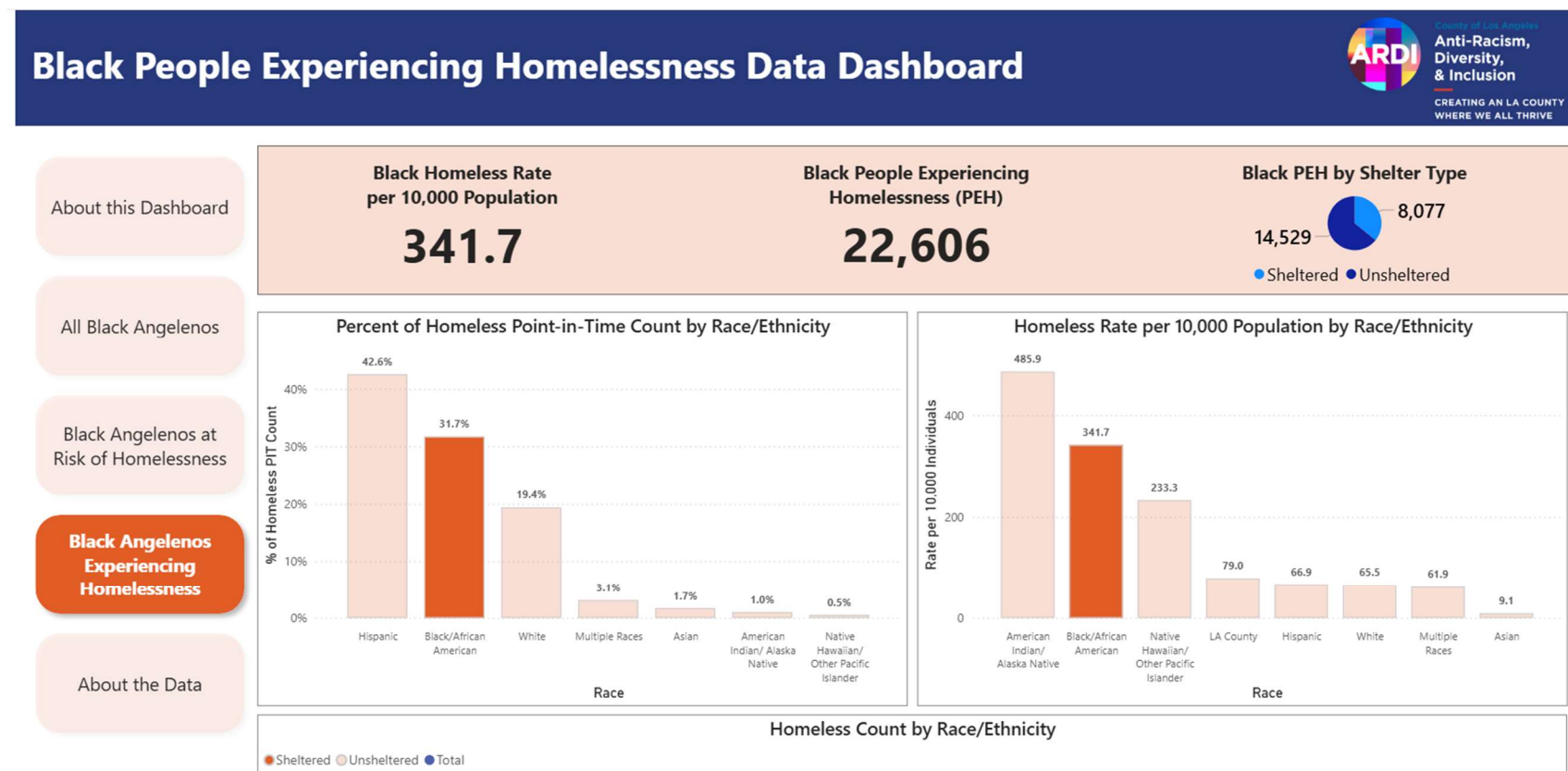


Figure 2.1 Black People Experiencing Homelessness Data Dashboard

Figure 2.1 shows a public-facing [dashboard](#) centering the outcomes of Black people experiencing homelessness in the County.

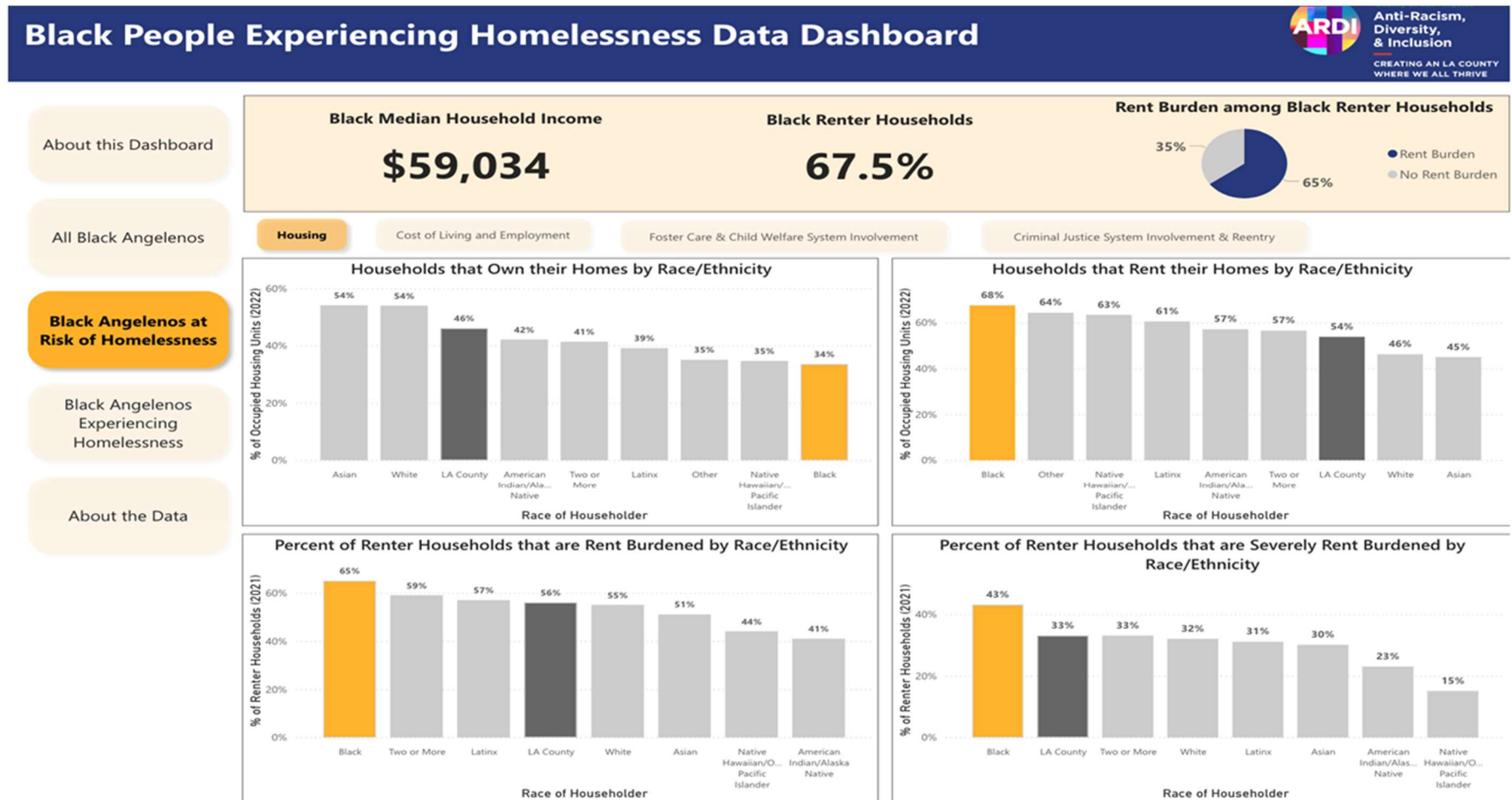


Figure 3. Diagram of Database

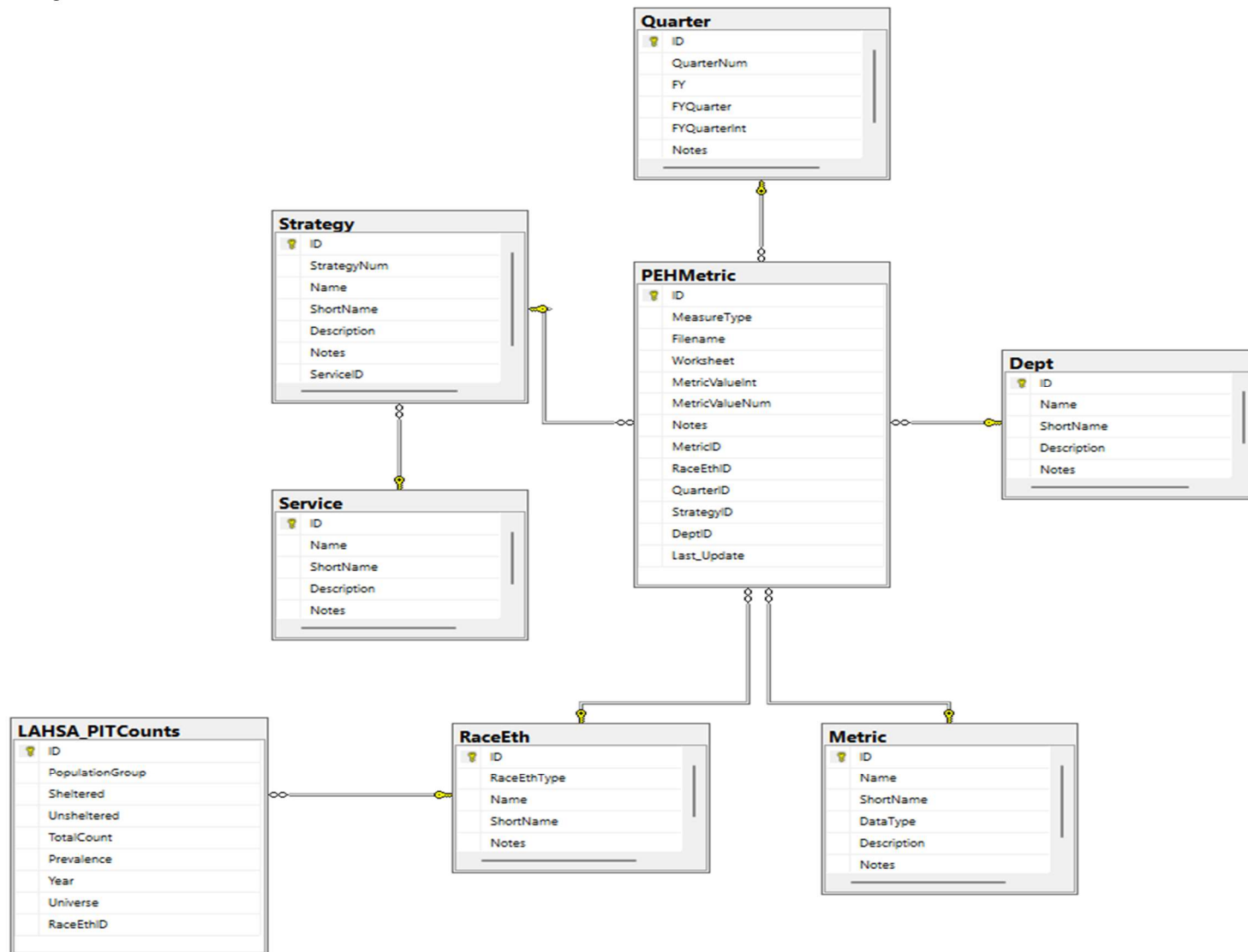


Figure 4. Retrospective Analysis of Measure H-Funded Programs Dashboard



Note: Each page contains a static chart of LAHSA PIT Count for reference as well as dynamic charts for each of the Metrics by Race. Dynamic charts are filterable by Strategy, Fiscal Year, Quarter, Department, and Race. The charts display the average of metric values for data selected in the filters. Exports of primary database views are available as Excel tables, including original and adjusted values for each metric. In addition, countywide summaries of Pillars and Strategies by race are available.