

**FUNDING AGREEMENT  
BETWEEN COUNTY OF LOS ANGELES AND  
SOUTH BAY CITIES COUNCIL OF GOVERNMENTS  
FOR  
LOCAL SOLUTIONS FUND  
CONTRACT NUMBER: HI-25-018**

The Funding Agreement is made and entered into by and between the County of Los Angeles, hereinafter referred to as "County" and South Bay Cities Council of Governments (SBCCOG) referred to as "Local Jurisdiction". The County and Local Jurisdiction shall collectively be referred to as "Parties".

**RECITALS:**

WHEREAS, on November 4, 2024, the voters of Los Angeles County approved the Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Use Tax Ordinance ("Measure A" or the "Ordinance"), a one-half cent sales tax countywide, to fund critical programs designed to reduce and prevent homelessness within the County;

WHEREAS, the County has received a portion of the proceeds from the tax imposed by Measure A for Comprehensive Homelessness Services, the Local Solutions Fund, and Homelessness Solutions Innovations which it distributes to eligible programs and services in accordance with Measure A;

WHEREAS, pursuant to Measure A, the County shall allocate funds from the Local Solutions Fund to cities, councils of governments, and/or the County on behalf of its unincorporated areas;

WHEREAS, on March 25, 2025, the County Board of Supervisors ("Board"), in consultation with cities within the County, determined that Formula 4, based on 90% of the multi-year average point-in-time count and 10% of the American Community Survey proxy data, is the appropriate method for distributing Local Solutions Fund to cities, councils of governments, and to the County on behalf of its unincorporated areas;

WHEREAS, services and programs funded by the Local Solutions Fund shall support a variety of services and programs aimed at addressing homelessness, including but not limited to physical and mental health care, emergency housing, permanent housing, job counseling, substance use disorder treatment, short-term rental subsidies, and other related services, as well as the collection and analysis of data to assess the effectiveness of such services and programs;

WHEREAS, services and programs funded by Local Solutions Fund shall contribute to achieving the five outcome goals outlined in Measure A by demonstrating measurable progress from baseline metrics toward target metrics ("Metrics") as adopted by the Board on March 25, 2025;

WHEREAS, services and programs funded by the Local Solutions Fund must align with the purposes enumerated in Measure A and the Regional Plan adopted by the Board on March 25, 2025, which sets goals and objectives to reduce homelessness and expand affordable housing in accordance with Measure A;

WHEREAS, services and programs funded by the Local Solutions Fund shall adhere to best practices for the standardization of care, including but not limited to facilitating connections to behavioral and mental health services, medical care, and other services, and create

connections to mainstream safety net programs supported by County, State, and federal funds, including connections to medical and mental health care and other entitlement programs;

WHEREAS, the Local Jurisdiction agrees to perform its obligations under this Agreement in a manner consistent with and supportive of the goals and purposes outlined in Measure A, and the Metrics, Regional Plan, and best practices for the standardization of care; and

WHEREAS, the Parties desire to enter into this Agreement to formalize the allocation of Measure A funds, which is approved by the Board annually, establish accountability measures, and ensure the effective use of Measure A funds to achieve the stated goals in Measure A to prevent and reduce homelessness and increase access to affordable housing, subject to all the conditions required by Measure A.

NOW THEREFORE, in consideration of the mutual covenants contained herein, and for good and valuable consideration, the Parties agree to the following:

## **I. PURPOSE AND SCOPE**

- A. Purpose of Affordable Housing, Homelessness Solutions, And Prevention Now Transactions and Use Tax Ordinance ("Measure A"): The allocation of Measure A funds from the Local Solutions Fund to the Local Jurisdiction is to be used solely for services and programs consistent with the purposes enumerated in the Ordinance or for the purposes set forth in Government Code section 64700 *et seq.*, including but not limited to homelessness prevention, homelessness services, or affordable housing programs in Los Angeles County.
- B. Scope: Local Jurisdiction shall use Measure A funds for the purposes and goals specified in Measure A and the goals and objectives outlined in the Regional Plan adopted by the County Board on March 25, 2025, which aims to reduce homelessness and expand affordable housing. Local Jurisdiction shall use Measure A funds for the uses as set forth in Measure A, including, but not limited to:
  - 1. Preventing Homelessness;
  - 2. Mental Health;
  - 3. Outpatient and residential substance use treatment;
  - 4. Case management and outreach services;
  - 5. Employment services;
  - 6. Expedited placements in permanent housing;
  - 7. Enhanced emergency housing and interim housing;
  - 8. Enhanced services for transition-age youth and children; and
  - 9. Affordable housing for people experiencing, or at risk of homelessness.

## **II. TERM**

The term of this Agreement shall commence upon execution by the Parties and shall remain in force through June 30, 2031, contingent upon available funding and program performance set forth in this Agreement, unless sooner terminated or extended, in whole or in part, as provided in this Agreement.

## **III. FUNDING ALLOCATION**

- A. Amount of Funds: Local Jurisdiction shall receive a portion of County's Measure A allocation in an amount not to exceed **\$3,048,204** ("Funds") for the Term, unless

otherwise adjusted by the County contingent upon the County's receipt of allocated Measure A funds and annual approval by the County Board. Funds are to implement programs and services aimed at preventing and reducing homelessness and increasing access to affordable housing (the "Project"), subject to Measure A, and as further described in this Agreement and Exhibit A, Project Description and Budget, which is attached and incorporated herein by reference. Local Jurisdiction agrees to use Funds as described in Exhibit A, Project Description and Budget. The County reserves the right, in its sole discretion, to adjust the Local Solutions Fund allocation based on actual Measure A tax revenues received by the County. The Local Jurisdiction shall have no claim against the County for payment of any money or reimbursement, of any kind whatsoever, for any Project provided by the Local Jurisdiction after the expiration or other termination of this Agreement. Should the Local Jurisdiction receive any such payment, it shall immediately notify the County and shall immediately repay all such funds to the County. Payment by the County for Project rendered after the expiration and/or termination of this Agreement shall not constitute a waiver of the County's right to recover such payment from the Local Jurisdiction. This provision shall survive the expiration or other termination of this Agreement.

- B. Use of Funds: Local Jurisdiction agrees to use the allocated Funds as described in their approved budget, exclusively for Measure A eligible Project, and as further described in this Agreement and Exhibit A, Project Description and Budget, and the goals and metrics outlined in Section IV of this Agreement. Any misspent or disallowed Funds must be fully reimbursed to the County, upon County's request. All Parties agree to be bound by all applicable federal, state, and local laws, ordinances, regulations, and directives as they pertain to the performance of this Agreement.
- C. Prohibited Uses of Funds: The Funds are intended to support best practices, policies, and programs implemented by departments, agencies, or organizations that are primarily formed to provide services to and support people who are experiencing homelessness, at risk of homelessness, or are low-income. Per Measure A, the Funds may not be used to fund investigations or prosecutions to pursue criminal, civil, or administrative penalties against people experiencing homelessness or other low-income people.
- D. Notification of Reaching 75% percent of Total Agreement Sum or Individual Project Budgets: Local Jurisdiction must maintain a system of record keeping that will allow the Local Jurisdiction to determine when it has incurred seventy-five (75%) of either the total Agreement sum or the individual project budget specified in Exhibit A, Project Description and Budget, for each listed project, whichever is reached first. Upon occurrence of this event, the Local Jurisdiction must send written notification to County at the address herein provided in Section XV of this Agreement. If the seventy-five percent threshold for an individual project budget is reached, the notice must identify the specific Project(s) to which it applies.
- E. Supplanting of Funds: Local Jurisdiction shall not use the Funds to supplant or replace existing funding sources supporting Local Jurisdiction's programs, operations, or services, except as expressly permitted in this Section. The County may approve the use of the Funds to supplant existing funding sources only under the following limited circumstances, all of which must be justified in writing by the Local Jurisdiction and approved in writing by the County prior to the execution of this Agreement or any amendment authorizing such use:
  - 1. The Funds are allocated to advance the goals outlined in Section IV.A.1 and 3, specifically: to increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness, and increase the number of people permanently leaving homelessness;
  - 2. The supplanting of funds is necessary to prevent the loss of interim or

- permanent housing or services for people experiencing homelessness;
- 3. The supplanting of funds maintains or increases the Local Jurisdiction's ability to achieve the goals stated above; and
- 4. Local Jurisdiction agrees to redirect the local funds being replaced by the Funds to another eligible use under this Agreement that advances one or more of the goals set forth in Section IV.A.

Local Jurisdiction shall submit an annual certification of compliance to the County no later than October 1 of each year. The certification shall be signed by an authorized representative of Local Jurisdiction and must affirm compliance with all requirements set forth in this Section. The County reserves the right to request supporting documentation, including documentation showing the eligible use of the redirected funds, to verify compliance with this Section. If Local Jurisdiction fails to comply, the County may exercise any remedies available under this Agreement, including withholding of Funds or terminating the Agreement.

#### **IV. GOALS AND METRICS**

- A. Goals: The Parties agree to work collaboratively to achieve the following goals:
  - 1. Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness;
  - 2. Reduce the number of people with mental illness and/or substance use disorders who experience homelessness;
  - 3. Increase the number of people permanently leaving homelessness;
  - 4. Prevent people from falling into homelessness; and
  - 5. Increase the number of affordable housing units in Los Angeles County.
- B. Baseline Metrics, Target Metrics, Key Performance Indicators, and Key System Performance Metrics: Local Jurisdiction shall work towards achieving the metrics and key performance indicators as follows:
  - 1. Demonstrating progress from the baseline metrics toward the target metrics as set forth in Exhibit B, Measure A Goals and Recommended Targets, which are attached and incorporated herein by reference. Project funded by the Funds shall contribute to achieving the goals in Section IV.A.
  - 2. Project Specific Key Performance Indicators ("PS-KPIs") and Project Specific Target Outcomes related to the use of the Funds, as set forth in Exhibit A, Project Description and Budget. The Parties will amend this Agreement to incorporate any additional or revised key performance indicators approved by the County.
  - 3. Key system performance metrics related to the use of the Funds, including, but are not limited to:
    - a. Creating a standardization of basic services to bring people inside and ensure that people have access to social services, medical care, and behavioral/mental health care.
    - b. Establishing a homeless-service-delivery system more accessible to all communities;
    - c. Meeting regional housing needs for "Lower Income Households," which has the same meaning as defined in California Health and Safety Code section 50079.5;
    - d. Using an equity lens and reducing racial disparities and disproportionate impact of homelessness and housing insecurity for

critical populations, including but not limited to veterans, seniors, transition-age youth, families with children, people with disabilities, people with animal companions, women, members of LGBTQIA+ communities, survivors of domestic violence, overrepresented racial groups, and others at risk of homelessness; and

- e. Increasing accountability and transparency in the use of public funds.
4. The Parties will amend this Agreement to incorporate any additional or revised metrics and key performance indicators approved by the County.

## **V. REGIONAL PLAN AND BEST PRACTICES**

- A. Alignment with Regional Plan: Local Jurisdiction shall ensure that its Project funded by the Funds align with the County's adopted regional plan and contribute to the achievement of its stated goals and objectives. Local Jurisdiction shall coordinate with County's efforts to combat homelessness, including collection of data to build a more comprehensive and inclusive version of the Regional Plan and provide continual updates to create a "living" Regional Plan. The County's Regional Plan is attached as Exhibit C, Measure A Regional Plan, and incorporated herein by reference.
- B. Best Practices for Standardization of Care: Local Jurisdiction shall implement best practices for the standardization of care, including but not limited to connections to behavioral and mental health, medical care, and other programs and services. Project funded by the Funds should aim to create connections to mainstream safety net programs supported by other funds from the County, state, and federal governments, including connections to medical and mental health care supported by state and federal programs as well as other entitlement programs. Funding for Project shall be allocated according to need and equity, considering factors such as the point-in-time count or other similar measures of the population experiencing homelessness or housing instability. Local Jurisdiction shall also comply with any additional best practices for standardization of care, including guidance and key performance indicators approved by the County. The Parties will amend this Agreement as needed to incorporate such County-approved standards of care as an exhibit.

## **VI. CONSTRUCTION AND REHABILITATION WORK**

- A. Prevailing Wages: Any construction or rehabilitation project receiving Funds or financed under Funds, including but not limited to a project of fewer than 40 units, shall constitute a public work for which prevailing wages shall be paid for purposes of Chapter 1 (commencing with Section 1720) of Part 7 of Division 2 of the California Labor Code.
- B. Project Labor Agreement for Projects with 40 or More Units: A project of 40 or more units is eligible to receive Funds or financed under Funds only if all construction and rehabilitation is subject to the City of Los Angeles Department of Public Works Project Labor Agreement 2020-2030 if the project is within the City of Los Angeles, or the Countywide Community Workforce Agreement, executed by the Chief Executive Officer on June 7, 2023, if the project is elsewhere or any successor to either agreement. For purposes of this Section, the number of units means the maximum number of units authorized in an entitlement granted by the land use permitting authority for a development project, regardless of whether construction or rehabilitation proceeds in phases or project ownership is divided.
- C. Alternative Project Labor Agreement: Notwithstanding Section VI.B, above, if a project labor agreement is agreed between Local Jurisdiction or its project developer, the Los Angeles/Orange Counties Building and Construction Trades

Council, and the Western States Regional Council of Carpenters, then a project with 40 or more units is eligible to receive funding or financing from Measure A if all construction and rehabilitation is subject to that project labor agreement.

- D. Designated Enforcement Agency (DEA): Local Jurisdiction acknowledges that the DEA has the authority to enforce Labor Code Sections 1720-1815, as amended from time to time, for projects funded by the Funds. Any developer, contractor, or subcontractor as to such projects shall be required to cooperate fully in any investigation the DEA initiates. For projects located in the City of Los Angeles, the DEA shall be the Department of Public Works, Bureau of Contract Administration. For projects located elsewhere, Local Jurisdiction shall act as or designate the DEA. The DEA shall be authorized to work with joint labor management committees established pursuant to the federal Labor Management Cooperation act of 1978 (29 U.S.C. section 175a) in order to carry out the enforcement/investigation duties under Measure A. A joint labor management committee may bring an action in any court of competent jurisdiction against an employer that fails to comply with the labor standards required by this Agreement and Measure A.
- E. Compliance and Cooperation: Local Jurisdiction, including Local Jurisdiction's developers, contractors, and subcontractors, shall comply with the prevailing wage requirements, project labor agreement requirements, and any other labor standards set forth in this section. Failure to comply may result in enforcement actions, including but not limited to withholding of funds, or termination of this Agreement per Section XIV.J. Termination.

## **VII. RECRUITMENT AND RETENTION OF HOMELESSNESS SERVICE AND PREVENTION WORKERS**

- A. All Local Jurisdiction's contracts that use Funds to pay for social services positions, including but not limited to homelessness services and eviction prevention workers, must:
  - 1. Set sufficient payment rates to enable contractors to pay wages aligned with public and private market conditions;
  - 2. Allow amendments, as needed, to provide that incentives and wage increases for cost of living similar to those offered to County staff and/or Los Angeles Homeless Services Authority (LAHSA) staff are also available to service provider and prevention worker staff;
  - 3. Allow annual adjustments to reflect cost-of-living adjustments, increases in administrative allowances, and operational cost changes due to inflation or other factors (such as supply shortages, insurance market changes, etc.);
  - 4. Be paid in a timely manner to prevent unnecessary cost increases borne by service providers; and
  - 5. Not result in displacement of public employees.
- B. The requirements under Section VII.A. shall be fully implemented and enforced by July 1, 2026, to allow for necessary administrative, budgetary, and contractual adjustments while ensuring compliance with Measure A. During the transition period, Local Jurisdiction shall coordinate with the County to align all Measure A-funded social services positions with the requirements set forth in this Section to the maximum extent feasible.

## **VIII. INVOICING AND PAYMENT**

- A. The Local Jurisdiction must invoice the County only for the tasks, deliverables, goods, services, and other work specified in Exhibit A, Project Description and Budget, and elsewhere hereunder. The Local Jurisdiction's payments will be as

provided in Exhibit A, and the Local Jurisdiction will be paid only for the tasks, deliverables, goods, services, and other work approved in writing by the County. If the County does not approve work in writing, no payment for any services will be due to the Local Jurisdiction, including for work rendered.

- B. The Local Jurisdiction's invoices must contain the information set forth in Exhibit A, Project Description and Budget, describing the tasks, deliverables, goods, services, work hours, and facility and/or other work for which payment is claimed. The Local Jurisdiction must prepare invoices, which will include the charges owed to the Local Jurisdiction by the County under the terms of this Agreement and in accordance with Exhibit A.
- C. The Local Jurisdiction must submit monthly invoices to the County by the 15th calendar day of the month following the month of service. All invoices under this Agreement must be submitted to the County's Project Manager. If County does not receive the invoices timely, then at the County's sole discretion, all work intended to be paid by such invoice may be considered gratuitous effort on the part of the Local Jurisdiction, for which Local Jurisdiction has no claim whatsoever against County.
- D. All invoices submitted by the Local Jurisdiction for payment must have the written approval of the County's Project Manager prior to any payment thereof. In no event will the County be liable or responsible for any payment prior to such written approval. Approval for payment will not be unreasonably withheld.
- E. Default Method of Payment: Direct Deposit or Electronic Funds Transfer
  - i. The County, at its sole discretion, has determined that the most efficient and secure default form of payment for goods and/or services provided under the Agreement with the County shall be Electronic Funds Transfer (EFT) or direct deposit, unless an alternative method of payment is deemed appropriate by the Auditor-Controller (A-C).
  - ii. Local Jurisdiction shall submit a direct deposit authorization request via the website <https://directdeposit.lacounty.gov> with banking and vendor information, and any other information that the A-C determines is reasonably necessary to process the payment and comply with all accounting, record keeping, and tax reporting requirements.
  - iii. Any provision of law, grant, or funding agreement requiring a specific form or method of payment other than EFT or direct deposit shall supersede this requirement with respect to those payments.
  - iv. At any time during the duration of the Agreement, Local Jurisdiction may submit a written request for an exemption to this requirement. Such request must be based on specific legal, business, or operational needs and explain why the payment method designated by the A-C is not feasible and an alternative is necessary. The A-C, in consultation with the contracting County department(s), shall decide whether to approve exemption requests.

## **IX ACCOUNTABILITY AND REPORTING**

Local Jurisdiction shall complete financial and status reports on the dates specified as follows:

- A. Project Review and Evaluation: The County will monitor, evaluate, and provide guidance to the Local Jurisdiction in the performance of the Measure A Funds allocated to Local Jurisdiction. Reviews will focus on the extent to which the planned Measure A Funds have been implemented and measurable goals achieved, effectiveness of the Project management, and impact of the Project.

The Local Jurisdiction shall make available for inspection to authorized County and their agents, for the term of this Agreement and for a period of five (5) years from the expiration date of this Agreement, all records, including financial, pertaining to

its performance under this Agreement, and allow said County personnel and agents to inspect and monitor the Local Jurisdiction Measure A funded Project, and interview the Local Jurisdiction's staff and Project participants, as required by the County and in compliance with Measure A.

Failure of the Local Jurisdiction to comply with the requirements of this Section shall constitute a material breach of the Agreement upon which the County, through its Chief Executive Officer, or designee, may cancel, terminate this Agreement.

B. Reports and Records:

The Local Jurisdiction agrees to prepare and submit financial, Project progress, monitoring, evaluation, or other reports required by the County. The Local Jurisdiction shall maintain and permit onsite inspections of such property, personnel, financial, and other records and accounts as are considered necessary by the County to assure proper accounting for all Agreement Measure A Funds during the Term of this Agreement and for a total of five (5) years thereafter. The Local Jurisdiction will ensure that its employees, agents, City Council members, officers, and board members furnish such information, which in the judgment of County representatives, may be relevant to a question of compliance with contractual conditions, with the County directives, or with the effectiveness, legality, and achievements of the Local Solutions Fund.

1. Quarterly Reports: Local Jurisdiction shall submit a quarterly report using a County approved method that details the status of work performed, including project specific key performance indicators and target specific outcomes. All quarterly reports and supporting documents shall be submitted to County within 30 days after each quarter. A quarterly reporting template is attached and incorporated herein by reference as (Exhibit E).
2. Annual Reports: Local Jurisdiction shall submit an annual report to the County by October 1st of each year detailing the use of the Funds, including: 1) the amounts of Funds received and spent in the previous fiscal year, 2) the status of any projects or work funded by the Funds, and 3) any Funds carried over from previous years and to be carried over to future years.
3. Certification: Local Jurisdiction shall provide a certification, in a form provided by County, to be signed by its Executive Director, City Manager, or designee, with each report required under this Section IX that the statements contained in the report are, to the best of Local Jurisdiction's knowledge and understanding, true and accurate and that the expenditures described in the report comply with the uses permitted under Section III, Funding Allocation, Exhibit A, Project Description and Budget, and as authorized by the County Board.

- C. Public Availability: Local Jurisdiction shall make the annual reports and records publicly available, without charge, including by posting them on its website for at least five (5) years after they are completed, to ensure transparency and accountability in the use of public funds.
- D. Data Collection and Reporting: The Local Jurisdiction agrees to collect and report data as required by this Agreement to assess the effectiveness of funded Project, facilitate reporting, monitoring, and outcome analysis. This includes providing data on outcomes related to homelessness prevention, housing stability, mental health treatment, substance use disorder treatment, and other relevant indicators. To the extent feasible, the County will require the Local Jurisdiction to report expenditures and other key metrics in a uniform manner.
- E. Accounting: The Local Jurisdiction shall establish and maintain on a current basis an adequate accounting system in accordance with Generally Accepted Accounting Principles ("GAAP") Standards, and the County Auditor-Controller Agreement Accounting and Administration Handbook. Regardless of the Local Jurisdiction's



method of accounting, expenses must be reported in accordance with this Agreement.

- F. Submission of Reports to County Project Manager: All completed reports described in this Section shall be submitted timely to the County's Project Manager.

## **X. FINANCIAL RECORDS AND AUDITING**

### **A. Audits:**

1. County shall monitor the progress of the Measure A funded Project through this Agreement and ensure Local Jurisdiction's compliance with the terms and objectives outlined herein. The Local Jurisdiction shall make available for inspection and audit to authorized County personnel and their agents, for the term of this Agreement and a period of five (5) years from the expiration date of this Agreement, and allow said County personnel and agents to inspect and audit all of its books and records relating to each Project operation or business activity which is Measure A funded in whole, or in part, in compliance with Measure A and this Agreement. Failure of the Local Jurisdiction to comply with the requirements of this Section shall constitute a material breach of this Agreement upon which County may cancel or terminate this Agreement. Within ten (10) days of the County's written request, Local Jurisdiction shall allow the County access to financial and program records during regular business hours at any place Local Jurisdiction keeps those records.
2. Local Jurisdiction agrees to maintain accurate and complete financial accounts, documents, and records relating to this Agreement in accordance with general accepted accounting principles. Local Jurisdiction must maintain accurate and complete employment and other records relating to its performance of this Agreement. Local Jurisdiction shall make financial records available to the County for auditing at reasonable times. Local Jurisdiction agrees that the County, or its authorized representatives, will have access to and the right to examine, audit, excerpt, copy, or transcribe any pertinent transaction, activity, or record relating to this Agreement. All such material, including, but not limited to, all financial records, bank statements, cancelled checks or other proof of payment, timecards, sign-in/sign-out sheets and other time and employment records, and proprietary data and information, will be kept and maintained by Local Jurisdiction and will be made available to the County during the term of this Agreement and for a period of five (5) years thereafter unless the County's written permission is given to dispose of any such material prior to such time.
3. Local Jurisdiction, within thirty (30) days of notification from the County of its audit findings, may dispute the audit findings in writing to the County and provide the County with records and/or documentation to support the expenditure claims. The County shall review this documentation and make a final determination as to the validity of the expenditures. The Local Jurisdiction agrees that in the event that the Measure A funded Project established hereunder is subject to audit exceptions by appropriate audit agencies, it shall be responsible for complying with such exceptions and paying the County the full amount of the County's liability to the funding agency resulting from such audit exceptions.
4. It is understood and agreed that any funds paid to Local Jurisdiction hereunder may only be used for the purposes specified in this Agreement and in accordance with Measure A. In furtherance of this understanding, it is agreed that should the County determine that any funds paid to Local Jurisdiction hereunder have been used for purposes other than those

authorized by this Agreement, Local Jurisdiction is required to immediately refund any such improperly used funds to the County.

- B. **Redirecting Funds for Unexpended Funds:** Effective October 1, 2027, if Local Jurisdiction reports unexpended funds equaling 30 percent or more of its allocated proceeds from the Local Solutions Fund in two consecutive annual reports, County shall reallocate the excess amount exceeding the 30 percent threshold ("Excess Amount") back to the County's Local Solutions Fund.
- i. The County shall, within 45 days of identifying the Excess Amount (or by November 15th), issue a written notice to Local Jurisdiction informing it that County will withhold from the next annual allocation the portion of funds exceeding 30 percent of that year's total allocation for reallocation to the County's Local Solutions Fund.
  - ii. For the purposes of this provision, funds appropriated for permanent affordable housing construction by Local Jurisdiction shall be excluded from the calculation of unexpended funds and shall not be considered when determining whether the 30 percent threshold has been exceeded.
- C. **Redirecting Funds for Failure to Meet Target Metrics:** The County reserves the right to evaluate progress toward the target metrics established under Measure A and/or this Agreement. For each goal for which the target metric has not been achieved as of December 31, 2030, the County reserves the right, in its sole discretion, to redirect funds to or away from Local Jurisdiction's Project.

## **XI. INDEMNITY AND INSURANCE**

- A. **Indemnity:** Local Jurisdiction agrees to indemnify, defend, and hold harmless the County, its Special Districts, elected and appointed officers, employees, agents and volunteers ("County Indemnitees") from and against any and all liability, actions, causes of action, or expense of any kind, including, but not limited to, defense costs and legal fees, and claims for damages of any nature whatsoever, including, but not limited to, bodily injury, death, personal injury, or property damage arising from or related to this Agreement, except for such loss or damage arising from the sole negligence or willful misconduct of the County Indemnitees.

Any legal defense pursuant to Local Jurisdiction's indemnification obligations under this Section will be conducted by Local Jurisdiction and performed by counsel selected by Local Jurisdiction and approved by County. Notwithstanding the preceding sentence, County will have the right to participate in any such defense at its sole cost and expense, except that in the event Local Jurisdiction fails to provide County with a full and adequate defense, as determined by County in its sole judgment, County will be entitled to retain its own counsel, including, without limitation, County Counsel, and to seek reimbursement from Local Jurisdiction for all such costs and expenses incurred by County in doing so. Local Jurisdiction will not have the right to enter into any settlement, agree to any injunction, or make any admission, in each case, on behalf of County without County's prior written approval.

- B. **Insurance:** Local Jurisdiction shall provide and maintain at its own expense during the term of this Agreement the following program(s) of insurance or self-insurance covering its operations hereunder. Such insurance shall be provided by insurer(s) satisfactory to the County's Risk Manager and evidence of such programs satisfactory to the County shall be delivered to the County on or before the effective date of this Agreement. Such evidence shall specifically identify this Agreement and shall contain express conditions that County is to be given written notice at least thirty (30) days in advance of any modification or termination of any program of insurance. All such insurance, except for Workers' Compensation, shall be primary to and not contributing with any other insurance or self-insurance coverage maintained by County and shall name the County of Los Angeles as an additional

insured.

- i. Commercial General Liability: with limits of not less than \$1 million per occurrence.
- ii. Automobile Liability insurance: (Providing scope of coverage equivalent to ISO policy form CA 00 01) with limits of not less than \$1 million for bodily injury and property damage, in combined or equivalent split limits, for each single accident. Insurance shall cover liability arising out of Contractor's use of autos pursuant to this Contract, including owned, leased, hired, and/or non-owned autos, as each may be applicable.
- iii. Workers' Compensation: For every Contractor providing services, a program of Workers' Compensation Insurance in an amount and form to meet all applicable requirements of the Labor Code of the State of California, and which specifically covers all persons providing services by or on behalf of Local Jurisdiction and all risks to such persons under this Agreement, and including Employer's Liability coverage with a \$1 million per accident.
- iv. Crime Insurance: A comprehensive blanket crime insurance policy with each insuring agreement in an amount not less than \$1 million, insuring against loss of money, securities, or other property referred to hereunder which may result from:
  1. Dishonesty or fraudulent acts of officers, directors, or employees of Local Jurisdiction, or
  2. Disappearance, destruction or wrongful abstraction inside or outside the premises or Local Jurisdiction, while in the care, custody or control of Local Jurisdiction, or
  3. Sustained through forgery or direction to pay a certain sum in money.
- v. Property Coverage: If, under the terms of this Agreement, Local Jurisdiction shall have possession of rented or leased or be loaned any County-owned real or personal property, Local Jurisdiction shall provide:
  1. For real property: insurance providing special form ("all risk") coverage for the full replacement value.
  2. For personal property: insurance providing special form ("all risk") coverage for the actual cash value.

## **XII. CONFLICT OF INTEREST**

- A. Local Jurisdiction covenants that neither Local Jurisdiction nor any of its agents, officers, employees, contractors, or sub-contractors who presently exercise any function of responsibility in connection with the Project has a personal interest, direct or indirect, in the Agreement, except to the extent he or she may receive compensation for his or her performance pursuant to this Agreement.
- B. Local Jurisdiction, its agents, officers, employees, contractors, and sub-contractors shall comply with all applicable Federal, State and County laws and regulations governing conflict of interest now in effect or hereafter to be enacted during the term of this Agreement.

## **XIII. AUTHORITY**

Local Jurisdiction warrants and certifies that it possesses the legal authority to execute this Agreement and to undertake the proposed Project, and that a resolution, motion, or similar action has been fully adopted or passed, as an official act of Local Jurisdiction's governing body, and directing and designating the authorized representative(s) of Local Jurisdiction to act in connection with the Project specified and to provide such additional

information as may be required by the County.

#### **XIV. STANDARD TERMS AND CONDITIONS**

**A. Amendments and Change Notices:**

- a. For any change which affects the scope of work, term, budget, payments, or any term or condition included under this Agreement, an amendment to the Agreement will be prepared by the County and shall be executed by the Local Jurisdiction and an authorized designee of the County, and approved as to form by County Counsel.
- b. The County's Board or Chief Executive Officer or designee may require the addition and/or change of certain terms and conditions in the Agreement during the term of this Agreement. The County reserves the right to add and/or change such provisions as required by the County's Board or Chief Executive Officer. To implement such changes, an Amendment to the Agreement will be prepared by the County and shall be executed by the Local Jurisdiction and by an authorized designee of the County.
- c. For any change which does not materially affect the scope of work, term, budget, payments, or any term or condition included under this Agreement, a Change Notice will be prepared and signed by the County's Project Manager or designee and Local Jurisdiction's Project Manager.

**B. Independent Contractor:** This Agreement is by and between the County and Local Jurisdiction and is not intended, and shall not be construed, to create the relationship of agent, servant, employee, partnership, joint venture, or association, as between the County and Local Jurisdiction. The employees and agents of one party shall not be, or be construed to be, the employees or agents of the other party for any purpose whatsoever.

Local Jurisdiction shall be solely liable and responsible for providing to, or on behalf of, all persons performing work pursuant to this Agreement all compensation and benefits. The County shall have no liability or responsibility for the payment of any salaries, wages, unemployment benefits, disability benefits, Federal, State, or local taxes, worker's compensation benefits or other compensation, benefits, or taxes for any personnel provided by or on behalf of Local Jurisdiction.

**C. Assignments and Subcontracts:**

- a. Local Jurisdiction shall not assign its rights or delegate its duties under this Agreement, or both, whether in whole or in part, without the prior written consent of the County, in its discretion, and any attempted assignment or delegation without such consent shall be null and void. For purposes of this Section, the County's consent requires a written amendment to this Agreement that is formally approved and executed by Local Jurisdiction and the County.
- b. Any assumption, assignment, delegation, or takeover of any of Local Jurisdiction's duties, responsibilities, obligations, or performance of same by any entity other than Local Jurisdiction, whether through assignment, subcontract, delegation, or any other mechanism, with or without consideration for any reason whatsoever without County's express prior written approval, shall be a material breach of this Agreement which may result in the termination of this Agreement.
- c. Local Jurisdiction shall be solely liable and responsible for all payments or other compensation to all subcontractors and their officers, employees, agents, and successors in interest arising through services performed hereunder, notwithstanding the County's consent to subcontract.

- d. Any contractor or subcontractor of Local Jurisdiction are bound by the same obligations of this Agreement and shall comply with all Measure A requirements such as, but not limited to, Measure A allowable uses, purposes, Goals and Metrics (Exhibit B), Regional Plan (Exhibit C), and Best Practices (Exhibit D). Failure to comply may result in enforcement actions, including but not limited to withholding of funds, or termination of this Agreement per Section XIV.J. Termination.
- D. Fair Labor: Local Jurisdiction agrees to indemnify, defend, and hold harmless the County, its agents, officers, and employees from any and all liability including, but not limited to, wages, overtime pay, liquidated damages, penalties, court costs, and attorneys' fees arising under any wage and hour law violation including, but not limited to, Federal Fair Labor Standards Act for services performed by Local Jurisdiction's employees for which the County may be found jointly or solely liable.
- E. Religious and Political Activities: Local Jurisdiction agrees that Measure A Funds under this Agreement will be used exclusively for the performance of the work required under this Agreement, and that no Measure A funds made available under this Agreement shall be used to promote religious or political activities. Further, Local Jurisdiction agrees that it will not perform, nor permit to be performed, any religious or political activities in connection with the performance of this Agreement.
- F. Nondiscrimination: Local Jurisdiction shall not discriminate against any person on the basis of race, color, sex, sexual orientation, age, religious belief, national origin, marital status, physical or mental handicap, medical condition, or place of residence in providing any services under this Agreement.
- G. County Lobbyists: Local Jurisdiction and each County lobbyist or County lobbying firm as defined in Los Angeles County Code Section 2.160.010, retained by Local Jurisdiction, shall fully comply with the County Lobbyist Ordinance, Los Angeles County Code Chapter 2.160. Failure on the part of Local Jurisdiction or any County lobbyist or County lobbying firm retained by Local Jurisdiction to fully comply with the County Lobbyist Ordinance shall constitute a material breach of this Agreement upon which County may immediately terminate this Agreement.
- H. Confidentiality: Local Jurisdiction must maintain the confidentiality of all records and information in accordance with all applicable Federal, State and local laws, rules, regulations, ordinances, directives, guidelines, policies and procedures relating to confidentiality, including, without limitation, County policies concerning information technology security and the protection of confidential records and information.
- I. Public Records Act: Any documents submitted by Local Jurisdiction to the County become the exclusive property of the County. All such documents become a matter of public record and will be regarded as public records. In the event the County is required to defend an action on a Public Records Act request for any of the aforementioned documents, information, books, and/or records, the Local Jurisdiction agrees to defend and indemnify the County from all costs and expenses, including reasonable attorney's fees, in action or liability arising under the Public Records Act.
- J. Termination:
  - 1. Termination for Convenience: This Agreement may be terminated, in whole or in part, by either party for the convenience of that party. Termination of work hereunder shall be effected by notice of termination specifying the extent to which performance of work is terminated and the date upon which such termination becomes effective.
  - 2. Termination for Default: The County may terminate this Agreement immediately by written notice to Local Jurisdiction upon Local Jurisdiction's failure to comply with the provisions of this Agreement. It is also understood and agreed that should the County determine that Local Jurisdiction's

failure to perform relates to only part of the Project, the County, in its sole discretion, may elect to terminate only that part of the Agreement which shall in no way void or invalidate the rest of this Agreement.

3. Termination for Improper Consideration:

- a. The County may, by written notice to Local Jurisdiction, immediately terminate the right of Local Jurisdiction to proceed under this Agreement if it is found that consideration, in any form, was offered or given by Local Jurisdiction, either directly or through an intermediary, to any County officer, employee, or agent with the intent of securing this Agreement or securing favorable treatment with respect to the award, amendment, extension of this Agreement, or the making of any determinations with respect to Local Jurisdiction's performance pursuant to this Agreement. In the event of such termination, the County shall be entitled to pursue those same remedies against Local Jurisdiction as it could pursue in the event of default by Local Jurisdiction.
  - b. Local Jurisdiction shall immediately report any attempt by a County officer or employee to solicit such improper consideration. The report shall be made either to a County manager charged with the supervision of the employee or to the County Auditor-Controller's Employee Fraud Hotline at (800) 544-6861 or <https://fraud.lacounty.gov/>.
  - c. Among other items, such improper consideration may take the form of cash; discounts; services; the provision of travel, entertainment, or tangible gifts.
4. In the event of termination, Local Jurisdiction will provide a detailed report of expenditures and funds that had not been expended, contracted, or encumbered by Local Jurisdiction for use in carrying out the purposes of the Agreement prior to Local Jurisdiction's receipt of County's notification of termination. Local Jurisdiction shall reimburse County within thirty (30) days of the termination, the full monetary value of all funds already disbursed under this Agreement that had not been expended, contracted, or encumbered by Local Jurisdiction.

**XV. NOTICES, REPORTS, INVOICES, AND APPROVALS**

- A. All notices, reports, invoices, and approvals shall be directed to and made by the following representatives of the parties:

To the County Representative:

Name: Clifton Trotter, County Project Manager  
Email: [CTrotter@ceo.lacounty.gov](mailto:CTrotter@ceo.lacounty.gov)  
And copy  
[hiadmin@ceo.lacounty.gov](mailto:hiadmin@ceo.lacounty.gov)

To Local Jurisdiction Representative:

Name: Addy Ajijolaiya  
Email: [addy@southbaycities.org](mailto:addy@southbaycities.org)

- B. Local Jurisdiction shall notify the County in writing within five (5) business days of any change in the names or email address above.

**XVI. SEVERABILITY.**

If any provision of this Agreement, or the application thereof, is held to be invalid, that invalidity shall not affect other provisions or applications of the Agreement that can be given effect without the invalid provision or application, and to this end the provisions of the Agreement are severable.

**XVII. PHOTOGRAPHS, FOOTAGE, AND OTHER MEDIA MATERIALS.**

The Local Jurisdiction represents and warrants that all photographs, videos, DVD's, footage, magazines, and other media materials provided to the County are either public record or have been legally procured without invading the copyright, ownership, or privacy rights of any individual. The Local Jurisdiction further agrees to defend, hold harmless, and indemnify the County Indemnitees from any and all liability arising from or related to the County's use of said photographs, videos, DVD's, footage, magazines, and other media materials.

**XVIII. GOVERNING LAWS, JURISDICTION AND VENUE.**

This Agreement shall be governed by and construed in accordance with the laws of the State of California. To the maximum extent permitted by applicable law, Local Jurisdiction and the County agree and consent to the exclusive jurisdiction of the courts of the State of California for all purposes concerning this Agreement and further agree and consent that venue of any action brought in connection with or arising out of this Agreement, shall be exclusively in the County of Los Angeles.

**XIX. COMPLIANCE WITH FAIR CHANCE EMPLOYMENT HIRING PRACTICES.**

The Local Jurisdiction, and its contractors/subcontractors, must comply with fair chance employment hiring practices set forth in California Government Code Section 12952. Local Jurisdiction's violation of this paragraph of the Agreement may constitute a material breach of the Agreement. In the event of such material breach, County may, in its sole discretion, terminate the Agreement.

**XX. CAMPAIGN CONTRIBUTION PROHIBITION FOLLOWING FINAL DECISION IN CONTRACT PROCEEDING.**

Pursuant to Government Code Section 84308, the Local Jurisdiction and its contractors/subcontractors, are prohibited from making a contribution of more than \$250 to a County officer for twelve (12) months after the date of the final decision in the proceeding involving this Agreement. Failure to comply with the provisions of Government Code Section 84308 and of this Section, may be a material breach of this Agreement as determined in the sole discretion of the County.

**XXI. RIGHTS AND REMEDIES NOT EXCLUSIVE.**

The rights and remedies of the County provided in any given paragraph, as well as throughout the Agreement, are not exclusive and are cumulative with any and all other rights and remedies under the Agreement, at law, or in equity.

**XXII. EXECUTION OF AGREEMENT AND AMENDMENTS.**

This Agreement and any amendments thereto may be executed in counterpart originals, utilizing wet and/or electronic signatures, each of which shall be deemed to constitute an original Agreement or amendment, and all of which shall constitute one Agreement or amendment. The execution of one counterpart by any Party shall have the same force and effect as if that Party had signed all other counterparts.

**IN WITNESS WHEREOF**, Local Jurisdiction has executed this Agreement #HI-25-018 or caused it to be duly executed by its authorized representative, and the County of Los Angeles by order of its Board of Supervisors, has delegated the authority to execute this Agreement on its behalf by the Chief Executive Officer, or her designee, on the date and year written below.

**COUNTY OF LOS ANGELES**

By \_\_\_\_\_  
FESIA A. DAVENPORT     Date  
Chief Executive Officer

APPROVED AS TO FORM:

DAWYN R. HARRISON  
County Counsel

By \_\_\_\_\_  
Senior Deputy County Counsel

**SOUTH BAY CITIES COUNCIL OF  
GOVERNMENTS**

By \_\_\_\_\_

Print Name \_\_\_\_\_

Title \_\_\_\_\_



## **EXHIBITS AND ATTACHMENTS**

### **EXHIBITS**

- A. PROJECT DESCRIPTION AND BUDGET**
- B. RECOMMENDATIONS FOR MEASURE A GOALS**
- C. MEASURE A REGIONAL PLAN**
- D. BEST PRACTICES**
- E. QUARTERLY REPORTING TEMPLATE**

**PROJECT DESCRIPTION AND BUDGET**  
**SBCCOG**  
**HI-25-018**

**I. Overview**

This Agreement between the County of Los Angeles ("County") and SBCCOG ("Local Jurisdiction") allocates funds from the County's Local Solutions Fund ("LSF"), which are authorized under Measure A to support local homelessness solutions, including prevention efforts, services, and affordable housing. The funds will support the Local Jurisdiction project as outlined herein.

**II. Project Description**

This project falls under the eligible uses of LSF, as outlined in the County's Measure A Local Solutions Fund Eligible Uses, Section 1.2. Activities under Eligible Use, Group 1 must directly contribute to achieving Measure A Goal 1 (reducing unsheltered homelessness) or Goal 3 (increasing permanent housing placements) and may include the following: homeless prevention; permanent housing for PEH; interim housing for PEH; expedited placements in permanent housing for PEH; employment services for PEH; or enhanced services for Transition-Age Youth and children experiencing or at-risk of homelessness.

**Eligible Use Grouping 1:** This project falls under the eligible uses of LSF, specifically, Eligible Use, Group 1, as outlined in the County's Measure A Local Solutions Fund Eligible Uses, Section 1.2. Activities under Eligible Use, Group 1 must directly contribute to achieving Measure A Goal 1 (reducing unsheltered homelessness) or Goal 3 (increasing permanent housing placements) and may include the following: homeless prevention; permanent housing for PEH; interim housing for PEH; expedited placements in permanent housing for PEH; employment services for PEH; or

enhanced services for Transition-Age Youth and children experiencing or at-risk of homelessness.

<b>1A: Eligible Use</b>	Expedited Placements in Permanent Housing for People Experiencing Homelessness (PEH)
<b>Project</b>	Financial Assistance Funds - Problem-Solving
<b>Project Description</b>	Funds will pay for financial assistance for people experience homelessness whereby case managers in the region are able to quickly house clients, provide financial support and problem-solving, including transportation, furniture assistance, car repair, and utility assistance.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH provided with financial assistance for housing <ul style="list-style-type: none"> <li>PS-TO: 40 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH provided with financial assistance for interim housing <ul style="list-style-type: none"> <li>PS-TO: 24 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

<b>1B: Eligible Use</b>	Interim Housing for PEH
<b>Project</b>	Motel Vouchers
<b>Project Description</b>	Funds will pay for short term motel stays for people experiencing homelessness and will be used by case managers in the region to quickly shelter clients.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH placed in interim housing for up to 5 days using motel vouchers <ul style="list-style-type: none"> <li>PS-TO: 100 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

1C: Eligible Use	Expedited Placements in Permanent Housing for PEH
<b>Project</b>	Move In Assistance
<b>Project Description</b>	Funds will pay for move-in assistance, including apartment application fees, security deposits, and first month's rent for people experiencing homelessness.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH provided with move-in assistance <ul style="list-style-type: none"> <li>PS-TO: 30 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH who obtain permanent housing <ul style="list-style-type: none"> <li>PS-TO: 25 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

1D: Eligible Use	Permanent Housing for PEH
<b>Project</b>	Flexible Rent Subsidy - SHARE Housing to Employment
<b>Project Description</b>	Funds will pay for shared housing for PEH in the South Bay through a partnership with SHARE. The SHARE model is designed to help participants build connection and community, as they utilize single family homes and place participants in shared rooms, with no more than 2 people per room. Included in the cost of the housing, SHARE provides case management, peer support services, and linkage to the South Bay Workforce Development Board (SBWDB). SHARE utilizes local resources like SBWDB to connect PEH housed in their locations to identify and maintain employment. They also connect participants to mainstream County resources and programs, like General Relief, EBT, and Social Security.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH housed <ul style="list-style-type: none"> <li>PS-TO: 50 unduplicated PEH</li> </ul>
	PS-KPI: Number of participants secured employment <ul style="list-style-type: none"> <li>PS-TO: 32 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 3: Increase the number of people permanently leaving homelessness
	Target 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

<b>1E: Eligible Use</b>	Interim Housing for People Experiencing Homelessness
<b>Project</b>	Motel and SRO Housing
<b>Project Description</b>	Funds will be used to secure motel rooms or Single Room Occupancy (SRO) units as interim placements for PEH for 1-6 months to equip cities with additional interim housing beds, including both existing and new beds as we are expanding a pre-existing Measure H program to include the City of Inglewood. Participating cities will be able to lease motel rooms on a short-term basis, and the SBCCOG will reimburse the cities. Additional requirements include participants who are lower acuity and can live self-sufficiently, and participants will need to have a long-term housing plan beyond the interim placement.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of IH units created/secured <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 24 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

<b>1F: Eligible Use</b>	Interim Housing for PEH
<b>Project</b>	Capital Investments - Torrance Tiny Homes Shelter
<b>Project Description</b>	Funds will pay for improvements and maintenance at the 40-unit tiny home village (interim housing) in Torrance. As units age and turnover, the City of Torrance anticipates an increased need in improvements and maintenance for this temporary housing resource. Uses include repair, replacement, and installation of unit components, site maintenance, pest control, sanitation.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Completion/reopening of beds following turnover <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

1G: Eligible Use	Interim Housing for PEH
<b>Project</b>	Program Operations - Torrance Tiny Homes Shelter
<b>Project Description</b>	Funds will pay for a portion of program operations at the 40-unit tiny home village (interim housing) in Torrance. This includes meals, utilities, and trash. The City of Torrance anticipates an award from the Cities and Councils of Government Interim Housing Services Fund from (CCOGIHS) and an award from the State of California Grant Year 2023 Permanent Local Housing Allocation Grant (PLHA), that will be used to cover the majority of operations costs. This proposed funding will fill any remaining operations gaps, such as meals, site supplies, insurance, transportation, utilities, trash, telephone/communications/IT, administration, and security that are necessary for maintain the site operations.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 20 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in PH <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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



<b>1H: Eligible Use</b>	<b>Expedited Placements in Permanent Housing for PEH</b>
<b>Project</b>	<b>Housing Specialist</b>
<b>Project Description</b>	Funds will pay for a Housing Specialist to develop an inventory of friendly landlords in the South Bay and work with case managers to match participants to available units, engaging with landlords to provide education on various incentive programs. The Housing Specialist may also be tasked to ensure participants have support to stay stably housed. The Housing Specialist will also be tasked with identifying landlords operating naturally occurring affordable housing and identify opportunities for market rate housing, affordable housing projects, such as master leasing, housing preservation. They will play an integral role in identifying opportunities for permanent housing.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of landlords maintained in affordable housing database <ul style="list-style-type: none"> <li>PS-TO: 150 unduplicated PEH</li> </ul>
	PS-KPI: Number of master lease, shelter, Project Homekey, or other development opportunities <ul style="list-style-type: none"> <li>PS-TO: 1 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 5: Increase the number of affordable housing units in Los Angeles County
	Target Metric: 5b- Increase by the current level of affordable housing units being preserved, to a total of 420 at-risk units preserved annually

**Eligible Use Grouping 2:** Activities listed in this grouping are eligible uses of Measure A LSF and can be included in the Exhibit A if the local jurisdiction can demonstrate a maximized partnership with organizations that create connections to mainstream safety net programs supported by other funds from the County, State, and Federal Governments, including connections to medical and mental health care supported by state and federal programs as well as other entitlement programs.

2A: Eligible Use	Mental Health Services
<b>Project</b>	Mental Health Clinician - HB Cares Alternative Crisis Response Clinician
<b>Project Description</b>	Fund a clinician for the alternative crisis response program led by the City of Hermosa Beach known as HB Cares. The HB Cares program will work closely with the Beach Cities case managers to provide emergency medical services as well as mental health evaluations, services, and referrals, such as to LA County DMH, for PEH in the region. The clinician under this program handles mental health and homelessness calls and can provide immediate onsite mental and behavioral health care as well as complete referrals for additional care.
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>The HB Cares program receives federal funding and Measure A LSF dollars will help to supplement that funding and support program sustainability. HB Cares was implemented to ensure that individuals receive care coordination rather than enforcement. This is complementary to the County DMH Alternative Crisis Response program as it reduces enforcement, reduces the burden to the County DMH Alternative Crisis Response line, reduces response time to emergency services calls.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH engaged by the HB Cares team <ul style="list-style-type: none"> <li>PS-TO: 40 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH referred to mental or behavioral health services <ul style="list-style-type: none"> <li>PS-TO: 10 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness
	Target 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

<b>2B: Eligible Use</b>	Case Management and Outreach Services
<b>Project</b>	Inglewood Coordinator - Homeless Prevention, Housing Navigation, and Housing Retention
<b>Project Description</b>	Fund one (1) Homeless Service Coordinator to integrate Inglewood with homeless systems, better align resources, and increase housing placements. Coordinator will conduct housing navigation, provide case management, and connect participants to mainstream programs, general shelter, or permanent housing (e.g., housing voucher, rapid rehousing, shared housing, reunification, permanent supportive housing). Coordinator will also provide supportive services such as problem solving, document readiness, housing navigation, and connect with behavioral health services if needed.
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>The Inglewood Coordinator is, and will be, connected to the following funded programs:  (1) Pathway Home: County-funded, the Inglewood Coordinator was an important piece in collaboration between Inglewood and the County during Pathway Home operation.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 16 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in PH <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

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<b>2C: Eligible Use</b>	Case Management and Outreach Services
<b>Project</b>	Case Management and Outreach Services - Hawthorne
<b>Project Description</b>	Funds will pay for SBCCOG to subcontract with Los Angeles Centers for Alcohol & Drug Abuse (L.A. CADA) for two (2) case managers. The case managers will conduct outreach and assist engaged clients with their health, mental health, and housing stability. Case managers will provide a holistic, client-centered approach, and will identify needs related to substance use, mental health, and housing, such as completing applications for permanent supportive housing, counseling to guide PEH to substance use treatment if needed, and more. Case managers will conduct regular check-ins with clients to monitor progress, address challenges, and help reassess goals and next steps.
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>The program will be paired with the following investments/programs funded by the City of Hawthorne's general fund to support homeless services in the city.</p> <p>(1) Access Center: The Hawthorne Access Center is a department under Community Services for the City of Hawthorne.</p> <p>(2) Program Manager: Hawthorne currently staffs a city-funded homeless coordinator in the form of the Program Manager. This role oversees the work performed by the LA CADA intensive case managers.</p> <p>(3) MHALA: The County funds Mental Health America Los Angeles (MHALA) to be the MDT Outreach team for this area. Hawthorne LA CADA outreach coordinators work together with MHALA as a warm hand off many times, introduction to participants, transportation to and from appointments.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of caseload <ul style="list-style-type: none"> <li>PS-TO: 72 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 24 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 2: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness
	Target 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

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<b>2D: Eligible Use</b>	Case Management and Outreach Services
<b>Project</b>	Housing Navigation - Hawthorne
<b>Project Description</b>	Fund one (1) Housing Navigator for the City of Hawthorne, which operates its own access center. The navigator will conduct case management for PEH, or individuals or households at risk of homelessness, and assist with placing people in interim and/or permanent supportive housing. The navigator will engage households on a consistent basis to create Housing and Services Plans (HSP) and provide support related to the HSP goals. In addition, the navigator will advocate for participants experiencing housing barriers, connect participants to legal services when necessary to mitigate evictions or other tenant rights issues, and maintain accurate and timely documentation in HMIS.
<b>Group Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>.</p> <p>The program will be paired with the following investments/programs funded by the City of Hawthorne's general fund to support homeless services in the city.</p> <p>(1) Access Center: The Hawthorne Access Center is a department under Community Services for the City of Hawthorne. The focus is to serve low-income and unhoused individuals and families, and the Access Center provides a comprehensive range of support services.</p> <p>(2) Program Manager: Hawthorne currently staffs a city-funded homeless coordinator in the form of the Program Manager. This role oversees the work performed by the LA CADA intensive case managers.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH placed in PH <ul style="list-style-type: none"> <li>PS-TO: 16 unduplicated PEH</li> </ul>
	PS-KPI: Number of individuals served that retain housing or transition directly into other PH <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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



2E: Eligible Use	Case Management and Outreach Services
Project	Case Management and Outreach Services - Gardena Housing Navigator
<b>Project Description</b>	Fund one (1) Housing Navigator to integrate Gardena with homeless systems, better align resources, and increase housing placements. The navigator will conduct housing navigation, provide case management, and connect participants to mainstream programs, general shelter, or permanent housing (e.g., housing voucher, rapid rehousing, shared housing, reunification, permanent supportive housing). The navigator will also provide supportive services such as problem solving, document readiness, housing navigation, and connect with behavioral health services if needed.
<b>Group Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>The Housing Navigator is paired with the following funded programs in Gardena:</p> <p>(1) LACAHS: The Gardena Housing Navigator will closely collaborate and utilize LACAHS resources that the SBCCOG will leverage for rental subsidies. In addition, the Navigator will facilitate placements for PEH in Gardena in any funded LACAHS housing production or preservation projects in the city and/or region.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH placed in PH <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 16 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

2F: Eligible Use	Mental Health Services
<b>Project</b>	Mental Health Clinician - Beach Cities Homeless Court
<b>Project Description</b>	Fund a full-time clinician for the Beach Cities Homeless Court, which helps those seeking to remove background barriers to their rehousing efforts, with the ultimate goal of increasing permanent housing. LSF will directly support a clinician who will provide mental and behavioral health services (e.g., substance use counseling, mental health treatment, psychiatry, and therapy). In addition to weekly Homeless Court, the clinician will provide services to clients throughout the week.
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <ol style="list-style-type: none"> <li>1)The Criminal Record Clearing Project,</li> <li>2) Department of Health Services,</li> <li>3)Department of Mental Health,</li> <li>4)Workforce Development, and Redondo Beach's locally funded housing navigator, who helps participants develop a housing plan.</li> </ol>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	<p>PS-KPI: Number of homeless court attendees receiving mental health or behavioral health services</p> <ul style="list-style-type: none"> <li>• PS-TO: 20 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 3: Increase the number of people permanently leaving homelessness
	Target 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

<b>2G: Eligible Use</b>	<b>Case Management and Outreach Services</b>
<b>Project</b>	Permanent Housing Case Management - Regional Housing Retention Specialist
<b>Project Description</b>	Funds will pay for a regional Housing Retention Specialist. The Housing Retention Specialist will visit with the newly housed participant at least once every 2 weeks for 4 months, and then once a month or more as needed for another 6-8 months. In situations where people experiencing homelessness are housing ready and obtain housing, the Housing Retention Specialist supports them to retain the housing placement (e.g., assisting with budgeting, keeping track of rental and utility payments, learning how to be a good tenant).
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>This role will be braided with LACAHSAs, as they will support participants receiving LACAHSAs prevention resources, housing subsidies, etc. to ensure they are stable and successful in their new housing situation. Housing may also include housing generated by LACAHSAs funding.</p> <p>In addition, the SBCCOG plans to leverage/braid in existing funding and systems to maximize efficacy for this role by opening an RFP for local ECM providers and CBOs to ensure this role truly meets the needs of the community.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of participants who receive housing retention services <ul style="list-style-type: none"> <li>PS-TO: 30 unduplicated PEH</li> </ul>
	PS-KPI: Number of participants retained in PH for at least 1 year <ul style="list-style-type: none"> <li>PS-TO: 27 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 3: Increase the number of people permanently leaving homelessness
	Target 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

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<b>2H: Eligible Use</b>	Case Management and Outreach Services
<b>Project</b>	Case Management and Outreach Services - Beach Cities
<b>Project Description</b>	<p>Fund two (2) additional case managers to serve the four city area of El Segundo, Manhattan Beach, Hermosa Beach, and Redondo Beach. Manhattan Beach will serve as the lead city in this multi-jurisdictional program to provide closer linkage between case management activity and city stakeholders. The case managers will connect participants to mainstream programs, general shelter, or to permanent housing (i.e. housing voucher, rapid rehousing, shared housing, reunification, permanent supportive housing, etc.). They will also provide supportive services such as problem solving, document readiness, housing navigation, and connect with behavioral health services as needed. Program includes project care coordination activity to ensure mainstream resources are leveraged.</p>
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>(1) Local General Funds for Case Management: Redondo Beach and Manhattan Beach have invested their own general funds to support case management. the four cities encompassed in the "Beach Cities."</p> <p>(2) Beach Cities Homeless Court: This legal aid program is supported by both Federal and County funding, from the offices of U.S. Representative Ted Lieu and LA County Supervisor Holly J. Mitchell. All Beach Cities Case Managers attend Homeless Court, either with their clients or as community resources to link individuals experiencing or at risk of homelessness with legal services, housing supports, document readiness.</p> <p>(3) Project Homekey: The City of Redondo Beach opened a Project Homekey site (Moonstone) in Fall 2024. permanent housing.</p> <p>(4) HB Cares: This Alternative Crisis Response (ACR) team, funded by Federal and local dollars, is led by the City of Hermosa Beach.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	<p>PS-KPI: Number of caseload</p> <ul style="list-style-type: none"> <li>PS-TO: 30 unduplicated PEH</li> </ul>
	<p>PS-KPI: Number of PEH placed in IH</p> <ul style="list-style-type: none"> <li>PS-TO: 24 unduplicated PEH</li> </ul>

<b>Measure A Goals and Target Metric</b>	Goal 3: Increase the number of people permanently leaving homelessness
	Target 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

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<b>2I: Eligible Use</b>	Case Management and Outreach Services
<b>Project</b>	Housing Focused Case Management - WLCAC
<b>Project Description</b>	Fund four (4) Housing Focused Case Managers to provide case management services in areas where they are seeking to increase outreach focused case management (see Jurisdictions Served). This resource is a specialized service designed to assist street-based individuals and families in securing and maintaining stable, permanent housing through care coordination and resource connection, such as document services, job applications, and housing navigation. This approach revolves around providing compassionate, personalized guidance and resources to support street-based community members in overcoming homelessness and/or housing instability.
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>This Housing Focused Case Management (HFCM) program, in addition to LSF, is funded through a separate contract with SD2 and SD4. The positions are fully funded through the combination of these contracts. Case managers in the previous fiscal year have played an important role in connecting PEH to shelter, housing resources like Time Limited Subsidies, permanent housing placements, and more.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH currently enrolled in case management services <ul style="list-style-type: none"> <li>PS-TO: 160 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 20 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in PH <ul style="list-style-type: none"> <li>PS-TO: 40 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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

2J: Eligible Use	Case Management and Outreach Services
<b>Project</b>	Housing Focused Case Management - St. Margaret's Center
<b>Project Description</b>	Funds will partially pay for two (2) Housing Focused Cased Managers to provide case management services in areas where they are seeking to increase outreach focused case management (see Jurisdictions Served). This resource is a specialized service designed to assist street-based individuals and families in securing and maintaining stable, permanent housing through care coordination and resource connection, such as document services, job applications, and housing navigation. This approach revolves around providing compassionate, personalized guidance and resources to support street-based community members in overcoming homelessness and/or housing instability.
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>This Housing Focused Case Management (HFCM) program, in addition to LSF, is funded through a separate contract with SD2 and SD4. The positions are fully funded through the combination of these contracts. Case managers in the previous fiscal year have played an important role in connecting PEH to shelter, housing resources like Time Limited Subsidies, permanent housing placements, and more.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of PEH currently enrolled in case management services <ul style="list-style-type: none"> <li>PS-TO: 160 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in IH <ul style="list-style-type: none"> <li>PS-TO: 20 unduplicated PEH</li> </ul>
	PS-KPI: Number of PEH placed in PH <ul style="list-style-type: none"> <li>PS-TO: 40 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 1: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
	Target 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



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<b>2K: Eligible Use</b>	Case Management and Outreach Services
<b>Project</b>	Document/Transportation Specialist
<b>Project Description</b>	<p>Funds will pay for a Document/Transportation Specialist, who will have working knowledge of homeless services and housing systems. Currently, case managers may lose half a day or more to completing transportation for one client for social services appointments, housing tours, etc., who also conduct outreach and must complete case management with a large caseload. The Document/Transportation Specialist role will augment existing Case Management services, decreasing the burden of document retrieval and transportation among case managers. Program includes project care coordination activity to ensure mainstream resources are leveraged. The Document/Transportation Specialist will coordinate documents, applications, etc. for case managers and clients and assist in connecting them to County resources, affordable housing projects, and permanent supportive housing opportunities, whether through supporting them with documentation or transportation, with the aim of increasing the volume of participants connected to services and housing in the South Bay.</p>
<b>Group 2 Connection</b>	<p>The project will be connected with the following investments/programs funded by other entities, governmental or nongovernmental, including local agencies such as:</p> <p>The Document/Transportation Specialist will be an important focal point for all case managers and outreach in the region to access County mainstream resources:</p> <ol style="list-style-type: none"> <li>(1) Department of Mental Health referrals for mental and behavioral health services</li> <li>(2) CARE Court applications (State funded program)</li> <li>(3) Permanent Supportive Housing and affordable housing applications (e.g., Homekey sites, LIHTC properties)</li> </ol> <p>In addition, the SBCCOG, similar to item #17, may leverage/braid in existing funding and systems to maximize efficacy for this role by opening an RFP for local providers and CBOs to ensure this role meets community needs.</p>
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	<p>PS-KPI: Number of PEH served</p> <ul style="list-style-type: none"> <li>• PS-TO: 100 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 3: Increase the number of people permanently leaving homelessness

	Target 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
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**Eligible Use Grouping 3:** Eligible Uses of Measure A LSF (LSF Funds) with Los Angeles County Affordable Housing Solutions Agency (LACAHS) Funding. Local Jurisdiction must braid or pair LSF Funds with eligible LACAHS funding to support prevention efforts under this program/project. If LACAHS funding is not yet available, Local Jurisdiction shall coordinate with the County during the transition period to align timelines, funding strategies, and program deliverables; and submit a written plan within six months of this Agreement's execution detailing steps to secure LACAHS funding. The Local Jurisdiction shall make good faith efforts to secure and utilize such funding when it becomes available. LSF Funds may only be used after LACAHS funding is exhausted; or during the transition period with prior written approval from the County.

<b>3A: Eligible Use</b>	<b>Prevention of Housing Loss through Tenant Protection and Support Programs</b>
<b>Project</b>	Financial Assistance Funds - Prevention
<b>Project Description</b>	Funds will pay for financial assistance, including short term emergency rental assistance, security deposits, move-in assistance for households at imminent risk of homelessness.
<b>Group 3 Connection</b>	The SBCCOG will further supplement this program with LACAHS pass through jurisdictional funding for tenant protection and support programs.
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of households provided with financial assistance for prevention <ul style="list-style-type: none"> <li>PS-TO: 30 unduplicated PEH</li> </ul>
	PS-KPI: Number of individuals who retain housing <ul style="list-style-type: none"> <li>PS-TO: 25 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 4: Prevent people from falling into homelessness
	Target 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

<b>3B: Eligible Use</b>	Prevention of Housing Loss through Tenant Protection and Support Programs
<b>Project</b>	Prevention Coordinator - Gardena
<b>Project Description</b>	Fund one (1) Homeless Prevention Coordinator, who will specialize in managing all prevention programs operated in Gardena. This includes onboarding, enrolling, and coordinating the caseload of 16 unduplicated households for the Gardena Rental Assistance Program for longer term assistance, and the Housing Plus Support Program for short-term rental assistance. These two programs are funded from non-LSF sources (PLHA and HOME-ARP) and focus on people at imminent risk of homelessness to prevent the loss of housing. This program only funds the coordinator.
<b>Group 3 Connection</b>	
<b>Project Specific Key Performance Indicators (PS-KPI) and Target Outcomes (PS-TO)</b>	PS-KPI: Number of unduplicated individuals enrolled on caseload <ul style="list-style-type: none"> <li>PS-TO: 16 unduplicated PEH</li> </ul>
	PS-KPI: Number of unduplicated individuals served who retain PH for at least 1 year <ul style="list-style-type: none"> <li>PS-TO: 12 unduplicated PEH</li> </ul>
<b>Measure A Goals and Target Metric</b>	Goal 4: Prevent people from falling into homelessness
	Target 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

#### 4: Administration

<b>4A: Administrative Cost</b>	
<b>Project</b>	A Beach Cities Case Management and Outreach Services
<b>Project Description</b>	Harbor Interfaith's administration costs for the Beach Cities Case Management program include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4B: Administrative Cost</b>	
<b>Project</b>	Case Management and Outreach Services - Hawthorne
<b>Project Description</b>	The City of Hawthorne's administration costs include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4C: Administrative Cost</b>	
<b>Project</b>	Housing Navigation - Hawthorne
<b>Project Description</b>	The City of Hawthorne's administration costs include meeting and outreach supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4D: Administrative Cost</b>	
<b>Project</b>	Inglewood Coordinator
<b>Project Description</b>	The City of Inglewood's administration costs include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4E: Administrative Cost</b>	
<b>Project</b>	Mental Health Clinician - HB Cares Alternative Crisis Response Clinician
<b>Project Description</b>	The City of Hermosa Beach's administration costs include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4F: Administrative Cost</b>	
<b>Project</b>	Torrance Tiny Homes Shelter Program Operations
<b>Project Description</b>	The City of Torrance's administration costs include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment for the case managers they fund for the shelter site and to support the operations of the shelter for the residents.

<b>4G: Administrative Cost</b>	
<b>Project</b>	Flexible Rent Subsidy - SHARE Housing to Employment
<b>Project Description</b>	SHARE's administration costs include office space, benefits, meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4H: Administrative Cost</b>	
<b>Project</b>	Regional Housing Retention Specialist
<b>Project Description</b>	The SBCCOG anticipates that the sub-agreement partner's administration costs will include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4I: Administrative Cost</b>	
<b>Project</b>	Document/Transportation Specialist
<b>Project Description</b>	The SBCCOG anticipates that the sub-agreement partner's administration costs will include meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4J: Administrative Cost</b>	
<b>Project</b>	Housing Focused Case Management - St. Margaret's Center
<b>Project Description</b>	St. Margaret's Centers' administration costs include office space rent, meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4K: Administrative Cost</b>	
<b>Project</b>	Housing Focused Case Management - WLCAC
<b>Project Description</b>	WLCAC's administration costs include office space rent, meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent

<b>4L: Administrative Cost</b>	
<b>Project</b>	SBCCOG Overhead and Supplies
<b>Project Description</b>	Funds will be utilized to cover overhead and supplies for the SBCCOG. This includes benefits, meeting supplies, cellphone, internet/communications, mileage, office supplies/furniture/equipment, office space rent, accounting

<b>4M: Administrative Cost</b>	
<b>Project</b>	SBCCOG Deputy Executive Director
<b>Project Description</b>	Funds will be utilized for partially pay for the SBCCOG's Deputy Executive Director. Responsibilities include planning and managing the budget, oversight of homeless program SBCCOG team members, and general overhead related to the team (salaries, benefits, etc.). By extension, this role has oversight over all LSF programs administered by the SBCCOG.

<b>4N: Administrative Cost</b>	
<b>Project</b>	SBCCOG Project Coordinator
<b>Project Description</b>	Funds will pay for partial FTE for the SBCCOG Project Coordinator. In addition to the programmatic services the project coordinator provides (i.e., care coordination support), the coordinator will also complete administrative duties for all programming. This includes collecting invoices and KPI reports from partners and completing quarterly reporting for the County.

<b>4O: Administrative Cost</b>	
<b>Project</b>	SBCCOG Various Admin/Accounting
<b>Project Description</b>	Funds will be utilized for partially pay for the SBCCOG's Admin/Accounting. Responsibilities include managing the budget, coordinating invoices and reporting to the County, administering payments and checks to our partners, and supporting the program team to communicate with the Board on homeless services items. This applies to all SBCCOG LSF programs.

**EXHIBIT A****I. Project Budget****Total Agreement Sum: \$3,048,204**

The budget listed below represents the maximum Measure A funding that Local Jurisdiction may receive for the applicable fiscal year, subject to the County Board of Supervisors' ("Board") annual approval. Any increase in funding for a given fiscal year is at the sole discretion of the County and must be implemented through a written amendment to this Agreement. All allocations approved by the County Board are made available through the term of the agreement.

	<b>BUDGET</b>	
1A	Financial Assistance Funds - Problem-Solving	\$33,308
1B	Motel Vouchers	\$77,720
1C	Move In Assistance	\$99,925
1D	Flexible Rent Subsidy - SHARE Housing to Employment	\$443,250
1E	Motel and SRO Housing	\$322,500
1F	Capital Investments - Torrance Tiny Homes Shelter	\$64,500
1G	Program Operations - Torrance Tiny Homes Shelter	\$243,750
1H	Housing Specialist	\$53,750
2A	Mental Health Clinician - HB Cares Alternative Crisis Response Clinician	\$48,750
2B	Inglewood Coordinator - Homeless Prevention, Housing Navigation, and Housing Retention	\$103,950
2C	Case Management and Outreach Services - Hawthorne	\$168,960
2D	Housing Navigation - Hawthorne	\$84,480
2E	Case Management and Outreach Services - Gardena Housing Navigator	\$96,750
2F	Mental Health Clinician - Beach Cities Homeless Court	\$107,500
2G	Permanent Housing Case Management - Regional Housing Retention Specialist	\$107,250
2H	Case Management and Outreach Services - Beach Cities	\$156,000
2I	Housing Focused Case Management - WLCAC	\$185,000
2J	Housing Focused Case Management - St. Margaret's Center	\$94,500
2K	Document/Transportation Specialist	\$107,250
3A	Financial Assistance Funds - Prevention	\$66,616
3B	Prevention Coordinator - Gardena	\$118,250
4A	Administrative Costs - Beach Cities Case Management and Outreach Services	\$16,000



4B	Administrative Costs - Case Management and Outreach Services - Hawthorne	\$3,040
4C	Administrative Costs - Document/Transportation Specialist	\$11,000
4D	Administrative Costs - Flexible Rent Subsidy - SHARE Housing to Employment	\$40,500
4E	Administrative Costs - Housing Focused Case Management - St. Margaret's Center	\$13,000
4F	Administrative Costs - Housing Focused Case Management - WLCAC	\$30,000
4G	Administrative Costs - Housing Navigation - Hawthorne	\$1,520
4H	Administrative Costs - Inglewood Coordinator	\$14,300
4I	Administrative Costs - Mental Health Clinician - HB Cares Alternative Crisis Response Clinician	\$5,000
4J	Administrative Costs - Regional Housing Retention Specialist	\$11,000
4K	Administrative Costs - Torrance Tiny Homes Shelter Program Operations	\$25,000
4L	Administrative costs - SBCCOG Deputy Executive Director	\$14,863
4M	Administrative costs - SBCCOG Overhead and Supplies	\$45,561
4N	Administrative costs - SBCCOG Project Coordinator	\$10,000
4O	Administrative costs - SBCCOG Various Admin/Accounting	\$23,461
	<b>TOTAL AMOUNT</b>	<b>\$3,048,204</b>

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**EXHIBIT B**

# 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**

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## 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.<sup>1</sup> This work is in alignment with the goals and processes established in the text of Measure A,<sup>2</sup> 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.

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<sup>1</sup> 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..

<sup>2</sup> 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.<sup>3</sup>
- **Phase 2 (November 2024-January 2025):** The data subcommittee<sup>4</sup> 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.<sup>5</sup>
- **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 LTRHA<sup>6</sup> 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)

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

<sup>4</sup> 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.

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

<sup>6</sup> 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.<sup>7</sup>

## 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

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<sup>7</sup> 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 February<sup>8</sup> 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 14<sup>th</sup>.

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.

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## 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

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<sup>8</sup> 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.

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## 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,<sup>9</sup> 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.

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<sup>9</sup> 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><b>Goal 1:</b></p> <p>Measure A text: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>• <b>Metric 1a. Decrease by 30%</b> the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030.</li> <li>• <b>Metric 1b. Increase by 80%</b> 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.</li> <li>• <b>Metric 1c. Increase by 32%</b> 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.</li> </ul>
<p><b>Goal 2:</b></p> <p>Measure A: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>• <b>Metric 2a: Reduce by 15%</b> 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.</li> <li>• <b>Metric 2b: Reduce by 10%</b> 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.</li> </ul>

<p><i>disproportionality, disparities and inequities.</i></p>	<ul style="list-style-type: none"> <li>● <b>Metric 2c: Reduce by 10%</b> 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.</li> </ul>
<p><b>Goal 3:</b></p> <p>Measure A: Increase the number of people permanently leaving homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>● <b>Metric 3a: Increase by 57%</b> 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.</li> <li>● <b>Metric 3b: Increase by 101%</b> 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.</li> </ul>
<p><b>Goal 4:</b></p> <p>Measure A: Prevent people from falling into homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>● <b>Metric 4a:</b> Reduce the number of people who become newly-homeless by <b>20%</b> from a baseline of 63,202 in FY 23-24 to a target of 50,561 in 2030</li> </ul>
<p><b>Goal 5:</b></p> <p>Measure A: Increase the number of affordable housing units in Los Angeles County</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>● <b>Metric 5a: Increase by 41%-53%</b> 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.</li> <li>● <b>Metric 5b:</b> Increase by the current level of affordable housing units being preserved, to <b>a total of 420 at-risk units preserved annually.</b></li> </ul>

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

Measure A Goal and Subcommittee Metrics	Corresponding Equity Metrics
<p><b>Goal 1:</b></p> <p>Measure A text: Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>• <b>Metric 1a. Decrease by 30%</b> the number of people experiencing unsheltered homelessness from a baseline of 52,365 in 2024 to a target of 36,656 in 2030.</li> <li>• <b>Metric 1b. Increase by 80%</b> 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.</li> <li>• <b>Metric 1c. Increase by 32%</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Equity Metric 1a.</b> 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).</li> <li>• <b>Equity Metric 1a.</b> Decrease unsheltered point-in-time by 10 percentage points for Black, Latinx, and AIAN people.</li> <li>• <b>Equity Metric 1b.</b> 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).</li> <li>• <b>Equity Metric 1c.</b> 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%.</li> </ul>
<p><b>Goal 2:</b></p> <p>Measure A: Reduce the number of people with mental illness and/or substance use disorders who experience homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>• <b>Metric 2a: Reduce by 15%</b> the number of people with SMI alone experiencing homelessness from a baseline of 14,056 in FY</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Equity Metric 2a:</b> 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.</li> <li>• <b>Equity Metric 2b:</b> 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%).</li> <li>• <b>Equity Metric 2c:</b> To reduce inequities, decrease the rate of co-occurring disorders by 5 percentage points from</li> </ul>



<p>23-24 to a target of 11,978 in 2030.</p> <ul style="list-style-type: none"> <li>• <b>Metric 2b: Reduce by 10%</b> 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.</li> <li>• <b>Metric 2c: Reduce by 10%</b> 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.</li> </ul>	<p>baseline of 18% to 13% for Black people.</p> <ul style="list-style-type: none"> <li>• <b>Equity Metric (applies across a, b, and c):</b> 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.</li> </ul>
<p><b>Goal 3:</b></p> <p>Measure A: Increase the number of people permanently leaving homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></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"> <li>• <b>Metric 3a: Increase by 57%</b> 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.</li> <li>• <b>Metric 3b: Increase by 101%</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Equity Metric 3a:</b> Reduce rate of growth of Latinx people experiencing homelessness by increasing permanent housing exits by at least 57%.</li> <li>• <b>Equity Metric 3a:</b> Reduce disproportionality of Black and AIAN people experiencing homelessness by increasing permanent housing exits by 65% for each group.</li> <li>• <b>Equity Metric 3a:</b> 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.</li> <li>• <b>Equity Metric 3b:</b> 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.</li> </ul>
<p><b>Goal 4:</b></p> <p>Measure A: Prevent people from falling into homelessness</p> <p><b>Proposed Goal Statement Adjustment:</b></p> <p><i>Prevent people from falling into homelessness</i></p>	<ul style="list-style-type: none"> <li>• <b>Equity Metric 4a:</b> Decrease disproportionality of newly-homeless Black or African American individuals by 30% from a baseline of 35% by 2030.</li> <li>• <b>Equity Metric 4a:</b> Decrease the disparity in the rate of growth of newly homeless</li> </ul>



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

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

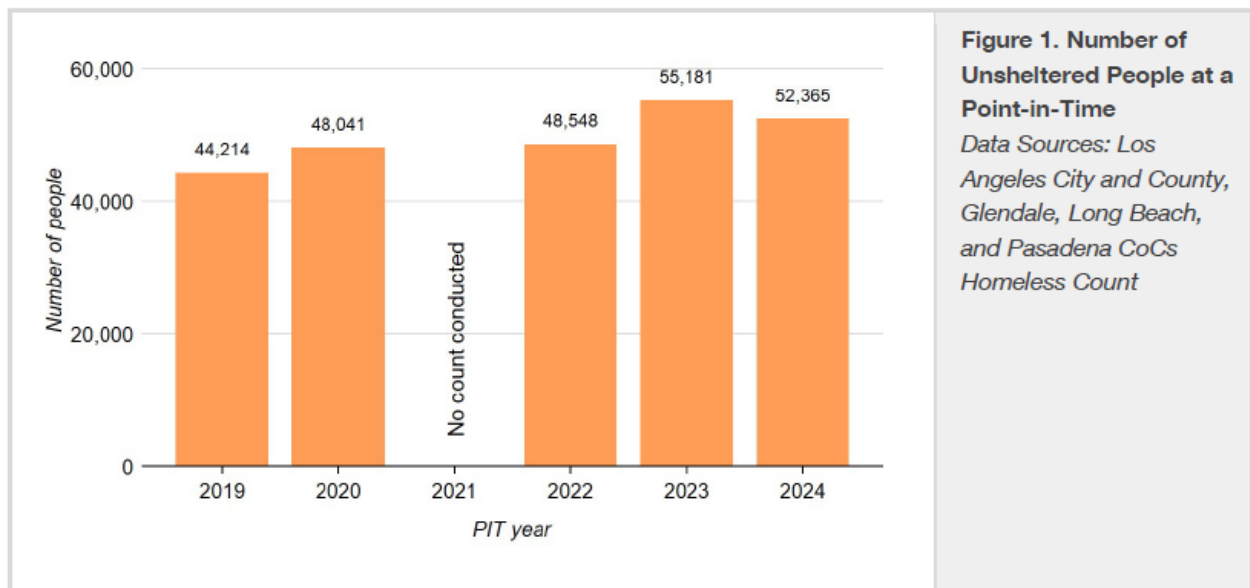
To develop goal numbers, the Data Subcommittee established three baseline numbers for this goal:

- 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.

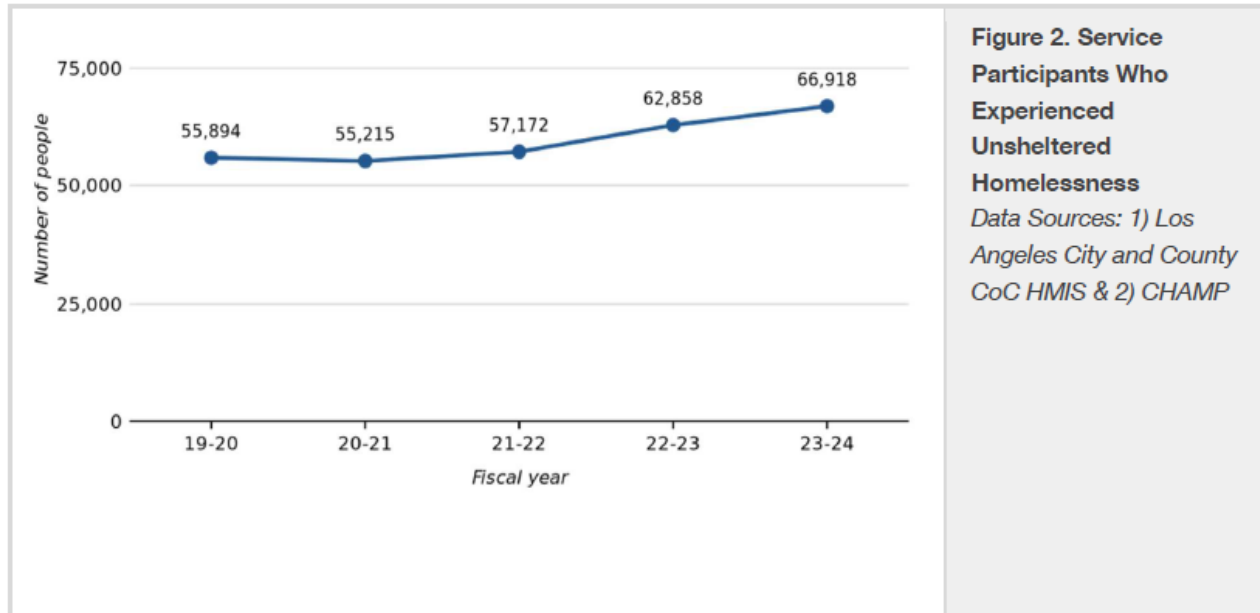
#### Count of Persons Who Experienced Unsheltered Homelessness During the 2023-2024 Fiscal Year

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 below<sup>10</sup> for PIT Count figures for unsheltered homelessness.



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



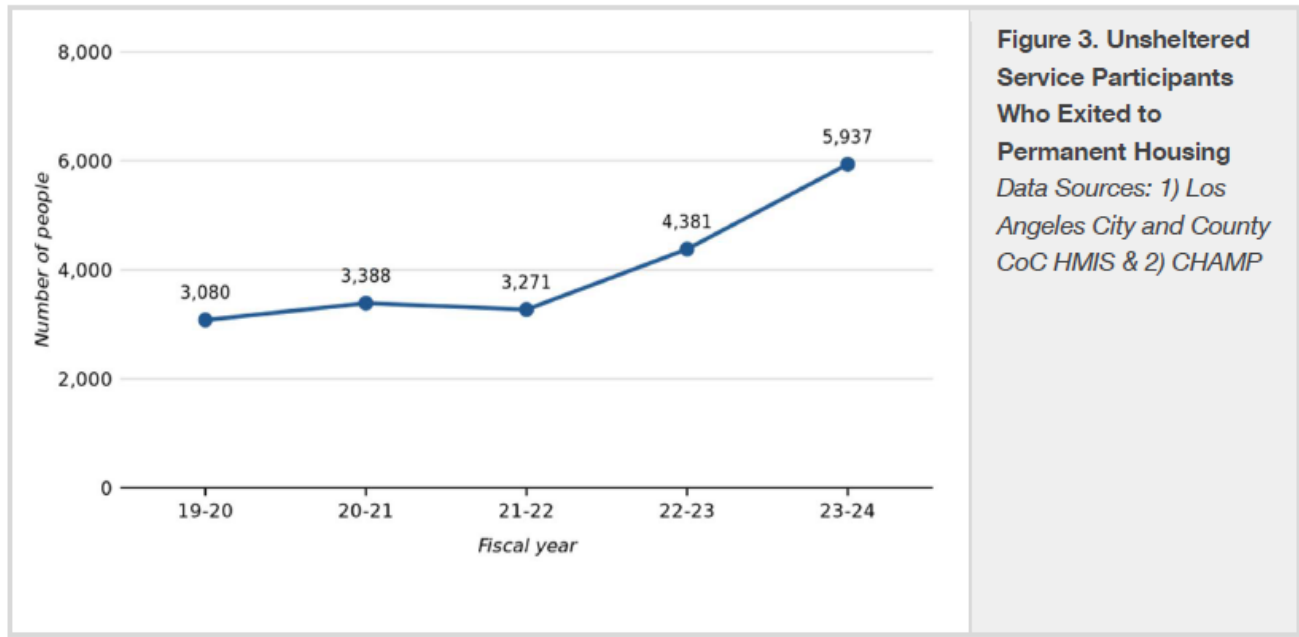
It is critical to note that the number of people experiencing unsheltered homelessness does not represent the entire population of people experiencing homelessness, as thousands more people continue to reside in interim settings. According to administrative data, approximately 112,026 people experiencing 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

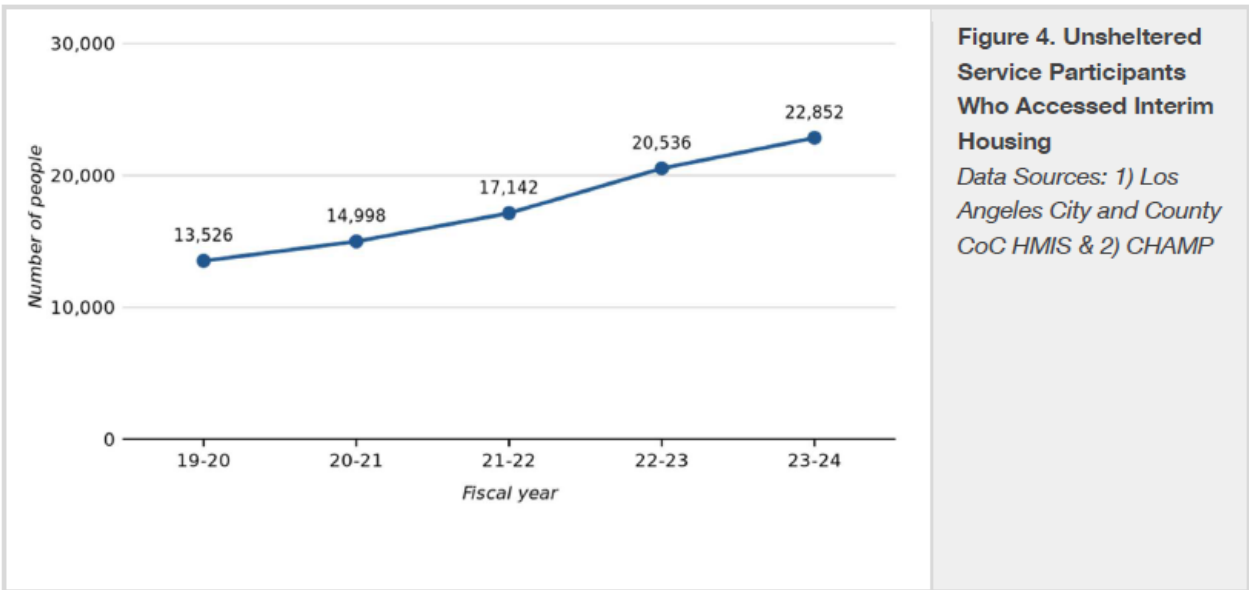
For Baseline 1b., the data subcommittee established that there were 5,937 service participants who were unsheltered that exited homelessness to permanent housing in FY 23-24. See Figure 3 below.



### 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
<b>Full Year Ending December 31, 2030</b>	<b>-30%</b>	<b>36,656</b>

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
<b>Full Year Ending December 31, 2030</b>	<b>+80%</b>	<b>10,687</b>

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%
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## 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 disorder<sup>11</sup> 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**

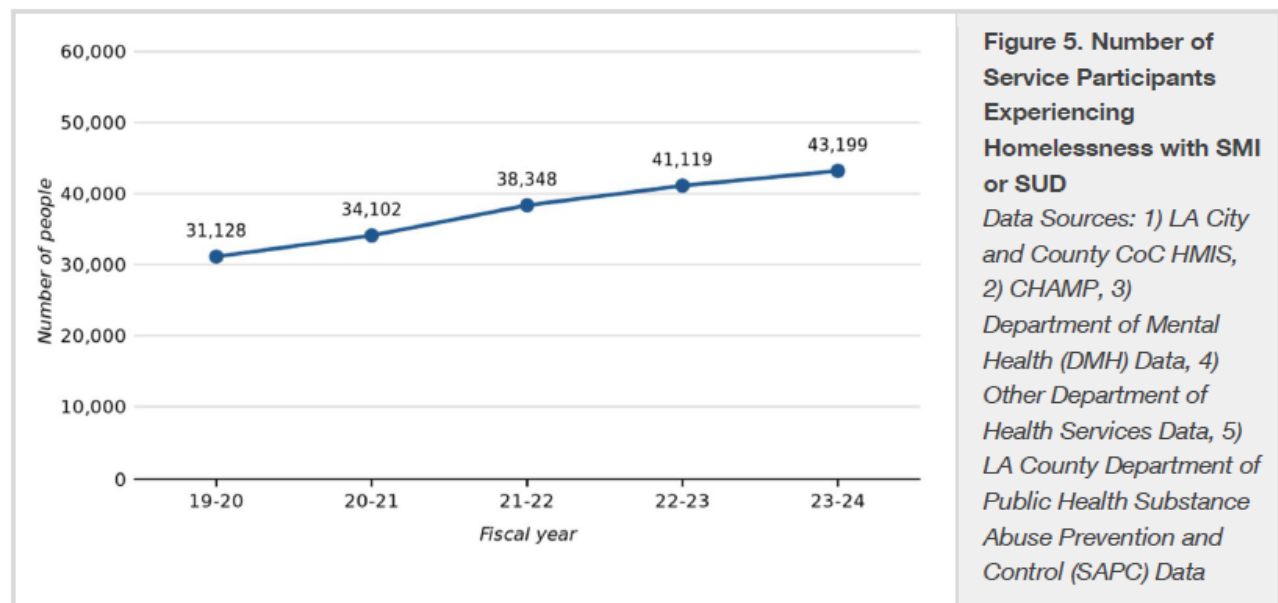
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<sup>11</sup> The following definitions were agreed upon by the subcommittee:

- 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:

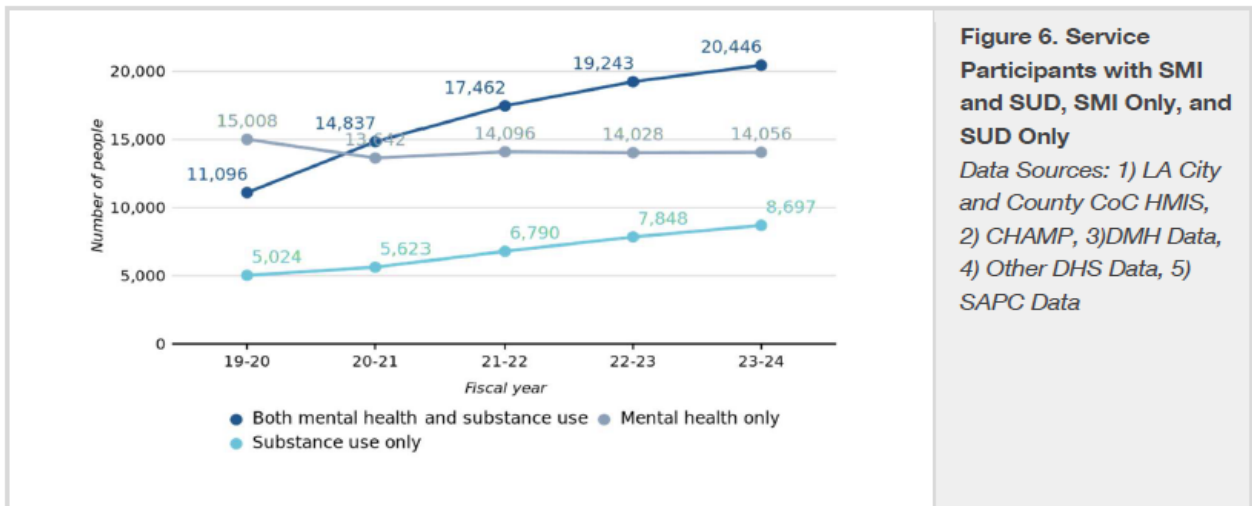


Figure 6 above also demonstrates that increases in SUD reporting are generating the rise in the overall population reporting one or both conditions. While this could be a result of increasing prevalence of substance use disorders, it requires further investigation; this may be a result of a number of 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
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		<b>SMI Only</b>
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
<b>Full Year Ending December 31, 2030</b>	<b>-15%</b>	<b>11,948</b>

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

<b>Year</b>	<b>% Change from Baseline</b>	<b>Annual Number of People with SUD Only</b>
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
<b>Full Year Ending December 31, 2030</b>	<b>-10%</b>	<b>7,827</b>

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

<b>Year</b>	<b>% Change from Baseline</b>	<b>Annual Number of People with Co-Occurring SMI/SUD</b>
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
<b>Full Year Ending December 31, 2030</b>	<b>-10%</b>	<b>18,401</b>



## 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.<sup>12, 13</sup> 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:

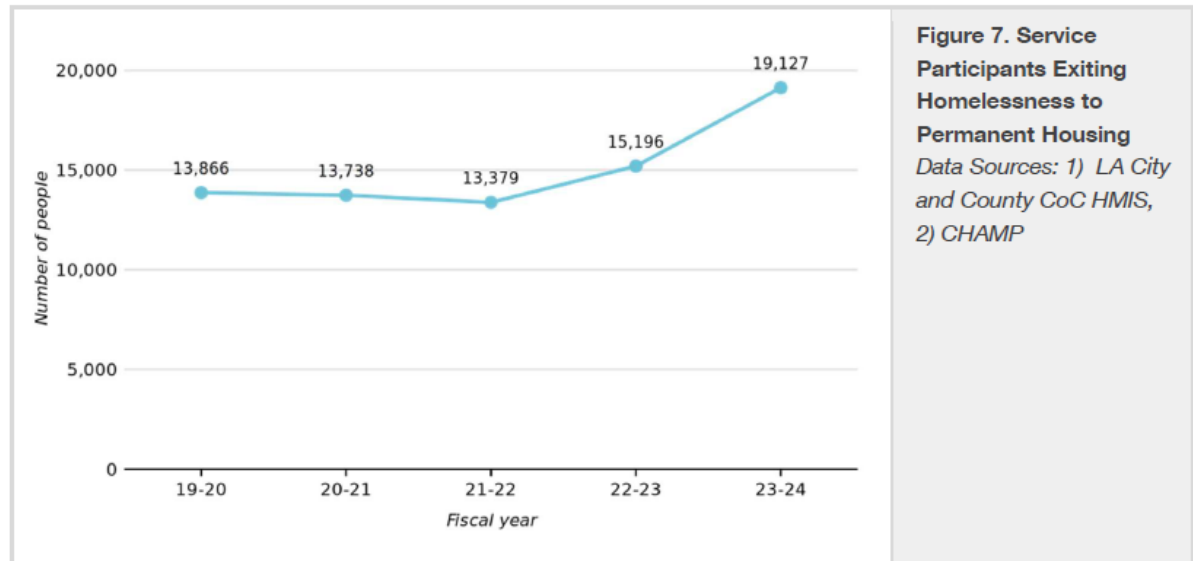
- **Baseline 3a:** Number of service participants who exited homelessness to permanent housing in FY 23-24: **19,127 people**
- **Baseline 3b:** Number of service participants who exited homelessness in FY 21-22 to permanent housing and did not return to homelessness over subsequent 24 months: **10,501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

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<sup>12</sup> 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>

<sup>13</sup> 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
<b>Full Year Ending December 31, 2030</b>	<b>+57%</b>	<b>30,000</b>

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
<b>Full Year Ending December 31, 2030</b>	<b>+101%</b>	<b>21,104</b>

## 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 LACAHS, 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%.

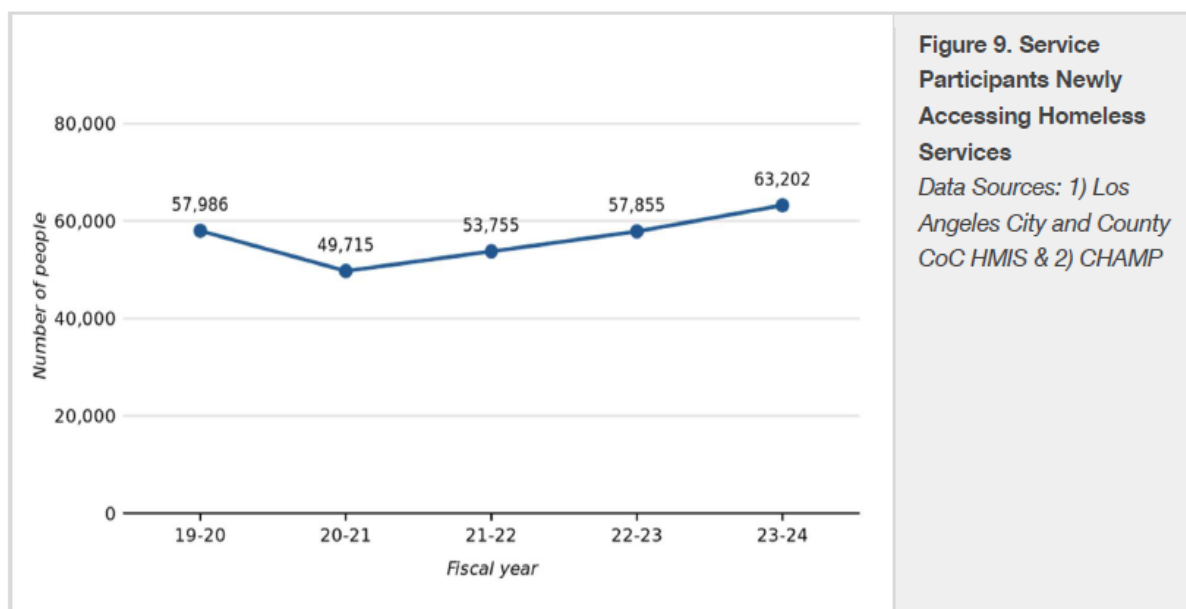
This metric intends to use administrative data from HMIS and CHAMP to measure the number of service participants who are “newly” accessing services, with evidence that this is the first time they have been homeless in 24 months or more.

### 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.<sup>14</sup> 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.<sup>15</sup> 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.

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<sup>14</sup> Till von Wachter et al., "Evaluation of LA County Prevention Targeting Tool" (California Policy Lab, 2021).

<sup>15</sup> 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,<sup>16</sup> 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.

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<sup>16</sup> 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 affordable<sup>17</sup> 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

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<sup>17</sup> 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.

<b>Table 1. Available and Affordable Housing Unit Shortage by Income Levels in Los Angeles County, 2023</b> <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
<b>Total</b>	<b>1,269,988</b>	<b>894,365</b>	<b>-375,622</b>

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 produced<sup>18</sup> each of the last five years Countywide.

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

- 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

<sup>18</sup> 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
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## 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:




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- **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:

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- **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



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
<b>Reducing Homelessness for SMI/SUD Subgroup</b>	
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

<b>Affordable and Supportive Housing Production Subcommittee and Subgroups</b>	
<b>Name</b>	<b>Entity Represented</b>
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
<b>Affordable Housing Production Subgroup Co-Leads</b>	
Ed Holder	Mercy Housing
Ray Mathoda	Anchor Loans
<b>Affordable Housing Preservation Subgroup Co-Leads</b>	
Emilio Salas	Los Angeles Community Development Authority
Ann Sewill	Los Angeles Housing Department
<b>Affordable Housing Access Subgroup Co-Leads</b>	
Margarita Lares	Housing Authority of the City of Los Angeles
Leepi Shimkhada	Housing for Health, Los Angeles County Department of Health Services



<b>Equity Subcommittee</b>	
<b>Name</b>	<b>Entity Represented</b>
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.

**EXHIBIT C - MEASURE A REGIONAL PLAN**  
*(Insert Upon Execution)*

DRAFT

**EXHIBIT D - BEST PRACTICES**  
*(Insert Upon Execution)*

DRAFT

**EXHIBIT E - QUARTERLY REPORTING TEMPLATE**  
*(Insert Upon Execution)*

DRAFT