

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE 100% VIRTUALLY

Date: Thursday, June 12, 2025
Time: 2:00 – 4:00 PM

**THIS MEETING WILL BE
CONDUCTED 100% VIRTUALLY**

To subscribe to this meeting, [please click here.](#)

To join virtually or over the phone, please see below:

Microsoft Teams Link: [Click here to join the meeting](#)

Teleconference Number: +1 323-776-6996,,110359772#

For Spanish interpretation, members of the public should send emails within 48 hours in advance of the meeting to ClusterAccommodationRequest@bos.lacounty.gov

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Lilit Bagdzhyan, Fifth District
II.	New Department Update	Epifanio Peinado Temporary Services Administrator, CEO Implementation Team Molly Gonzalez Project Manager, CEO Implementation Team
III.	Update on New Department Listening Sessions	Leepi Shimkhada Deputy Director, Housing for Health, LA County Department of Health Services Sarah Mahin Director, Housing for Health, LA County Department of Health Services Alisa Orduna Lead Consultant, Change Well Project LaCheryl Porter Lead Consultant, Change Well Project

IV.	Update on Measure A Local Solutions Fund Contracting	Carter Hewgley Senior Manager, Homeless Initiative and Affordable Housing Onnie Williams Manager, Homeless Initiative and Affordable Housing
V.	Review of MacArthur Park and Redondo Beach Blvd Encampment Resolutions	Carter Hewgley Senior Manager, Homeless Initiative and Affordable Housing Kim Barnette Principal Analyst, Homeless Initiative and Affordable Housing Vanessa Martin Principal Analyst, Homeless Initiative and Affordable Housing
VI.	Items Recommended for Future Discussion	
VII.	Public Comment*	

* Public Comment is limited to one minute. Those joining virtually interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press *5 to raise their hand and *6 to unmute.

NEXT MEETING: June 26, 2025



Homeless Service Delivery

A New Beginning

June 12, 2025

Epifanio Peinado

Temporary Services Administrator
Implementation Team
Office of Strategic Initiatives



County of Los Angeles
Homeless
Initiative



Health Services
LOS ANGELES COUNTY

HOUSING
HEALTH



LOS ANGELES
HOMELESS
SERVICES
AUTHORITY

CEO.

Homeless Service Delivery

A New Beginning: CEO – HI + DHS – HFH + LAHSA

PROJECT TIMELINE



>April 1, 2025



July 1, 2025



Jan 1, 2026



July 1, 2026



<July 1, 2026

Phase 0

Assemble
Implementation Team

Phase I-A

CEO-HI & DHS-HFH
Integration

Phase I-B

New Department
Establishment

Phase II

County funded
LAHSA Integration

Phase III

Additional County
Program/Service
Integration

A New Beginning...

KEY UPDATES

- LAHSA Collaboration – Met with LAHSA leadership; planning underway for informational session with employees
- Labor – Scheduled to meet on June 12
- Director Recruitment – National recruitment in progress
- Project Website – Informational hub accessible to employees, providers, local jurisdictions, and public: ceo.lacounty.gov/dh/

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KEY UPDATES

- Provider Task Force – EO-BOS development in motion
- Workstreams – Leads identified, and plans are underway
- Stakeholder Engagement – Change Well Project retained; presentation on listening sessions to follow

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NEXT STEPS

- Continue holding informational sessions for employees
- Monitor input, develop responses, and FAQs for project website
- Assess contracts at CEO-HI, DHS-HFH, and LAHSA
- Further evaluate funding streams at LAHSA



Thank you.

Developing a Stakeholder Engagement Process for New County Department on Homelessness

Alisa Orduña and LaCheryl Porter, Change Well Project
Sarah Mahin and Leepi Shimkhada, DHS-Housing for Health

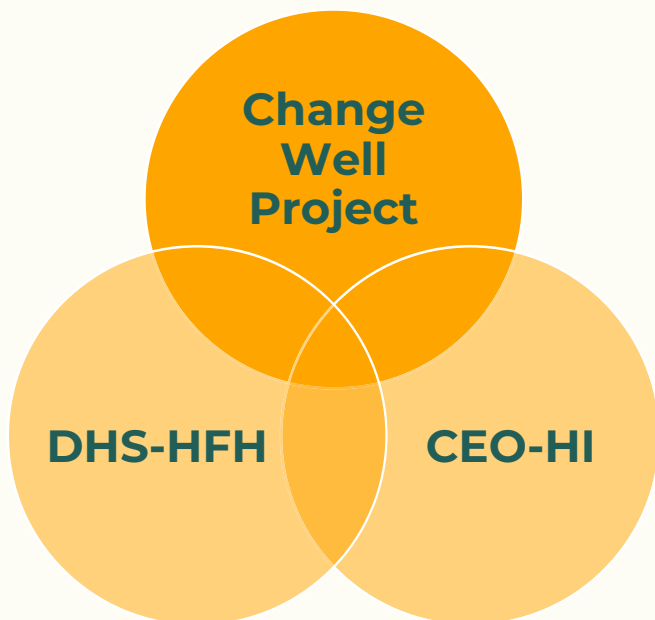
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Board of Supervisors Directives

On April 1, the Board voted to establish the County's first ever department on homelessness. The motion directed HFH and HI to:

- Develop a process to **conduct meaningful outreach to receive analysis and input** from:
 - County Board of Supervisors
 - Contracted Service and Housing Providers
 - Jurisdictions including cities and COGs
 - People with Lived Experience
 - Grassroots Organizations
- Present to the Executive Committee on Regional Homeless Alignment (ECRHA) examples of **how stakeholder input is incorporated into the new department's**:
 - Design
 - Programs
 - Contracting and Payment Protocols
- Develop and implement a **consensus-building model of stakeholder engagement** that provides meaningful and ongoing feedback to the new department
- **Integrate planning** with ECRHA and the Leadership Table
- Ensure department planning and implementation is guided by a **commitment to reduce racial and ethnic disparities** for people experiencing homelessness

Partnerships to Maximize Collaboration



- People with Lived Homelessness Expertise
- ECRHA
- Leadership Table
- BOS Offices
- Service Providers & Frontline Staff
- Grassroots Organizations
- BPEH, Taskforce on Latinx PEH, AIAN Task Force
- Tribal Communities
- LAHSA, other CoCs, LACAHA, and PHAs
- Cities and COGs
- Unincorporated Areas
- County Departments
- Homeless Coalitions, DV & Homeless Services Coalition, Faith Collaborative
- Other Partner Engagement Efforts

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Change Well Project: Who We Are

- A network of consultants with **over 25 years of experience in housing and homeless services** in Los Angeles County, the State of California, and nationally
- We provide **comprehensive technical assistance** to support counties, tribal communities, and non-profit organizations
- We harness technology through a Digital Learning platform to provide **blended and live learning opportunities** focused on key competencies needed in our sectors



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Change Well Project: Who We Are

- The pillars of our work include **deepening cross-system collaboration and facilitating effective integration between public systems and community partners**, which is how we became involved in this work.
- Our work in LA County includes support for:
 - The community design process for implementation of the **Skid Row Action Plan**;
 - The **LA County Harm Reduction Steering Committee** in collaboration with DHS & DPH-SAPC; and
 - The **Leadership Table's Community Outreach and Engagement** efforts.

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Community Engagement Approach

Change Well Project uses an **interactive design framework** to create an inclusive, collaborative environment that **engages a wide range of community members** to create a **shared vision and purpose**, promotes **iterative learning and adaptation**, and **fosters innovation**.



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Developing a Community Engagement Process

1. Develop a meaningful and coordinated outreach and engagement effort.



- Coordinate with and seek input and feedback from **ECRHA** and the **Leadership Table**
- Seek input and feedback from **Board of Supervisors' offices**
- Engage **Cities, COGs, and Unincorporated Areas** to shape and refine the plan
- Leverage **existing cross-sector collaborative meetings** and population-focused groups that **center People with Lived Expertise** to shape and refine the engagement plan
- Report back to ECRHA about **how community feedback was incorporated** into the plan

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Developing a Community Engagement Process

2. Incorporate an equity focus throughout the community engagement process.

- Center the **participation of People with Lived Expertise** in all community engagements
- Coordinate with ARDI to ensure we are **leveraging existing engagements around equity**
- Learn from and incorporate the **recommendations from previous and ongoing workgroups** with an equity focus



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Building Consensus & Designing a Feedback Mechanism

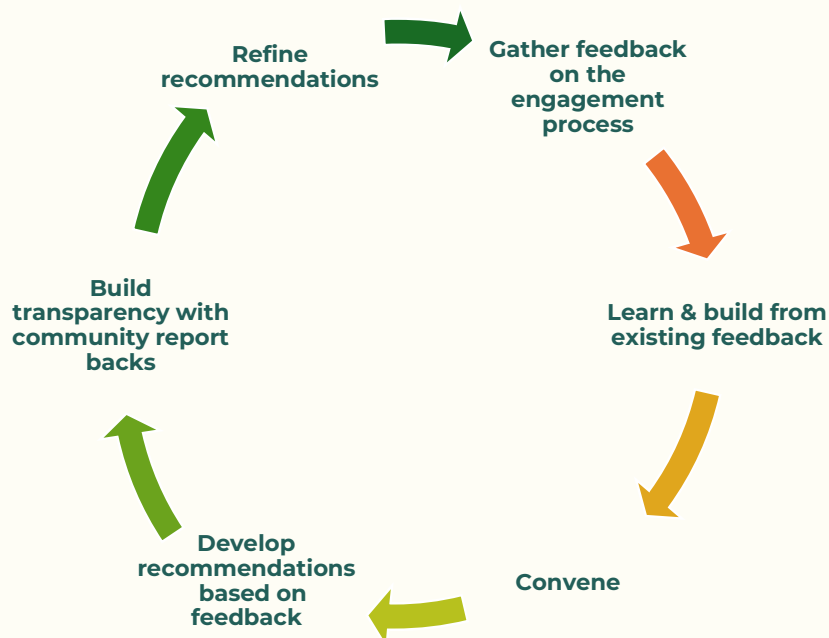
3. Convene a series of cross-sector meetings based in a consensus-building model.



- Identify essential methods the new department should consider when implementing the regional goals developed by the Leadership Table, approved by ECRHA, and adopted by the Board of Supervisors, **highlighting crucial strategies the new department can implement to reduce the racial and ethnic disparities** among people experiencing homelessness
- Identify ways in which the new department can **effectively create the conditions for success and support community providers during the design of its structure**, programs, and contracting and payment processes
- Co-design a **sustainable feedback mechanism** to provide ongoing recommendations to the new county department

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Engagement Feedback Loop



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Thank You



Homeless Initiative

Local Jurisdiction Coordination & Support Update

State of Emergency on Homelessness



Chief
Executive
Office.



County of Los Angeles

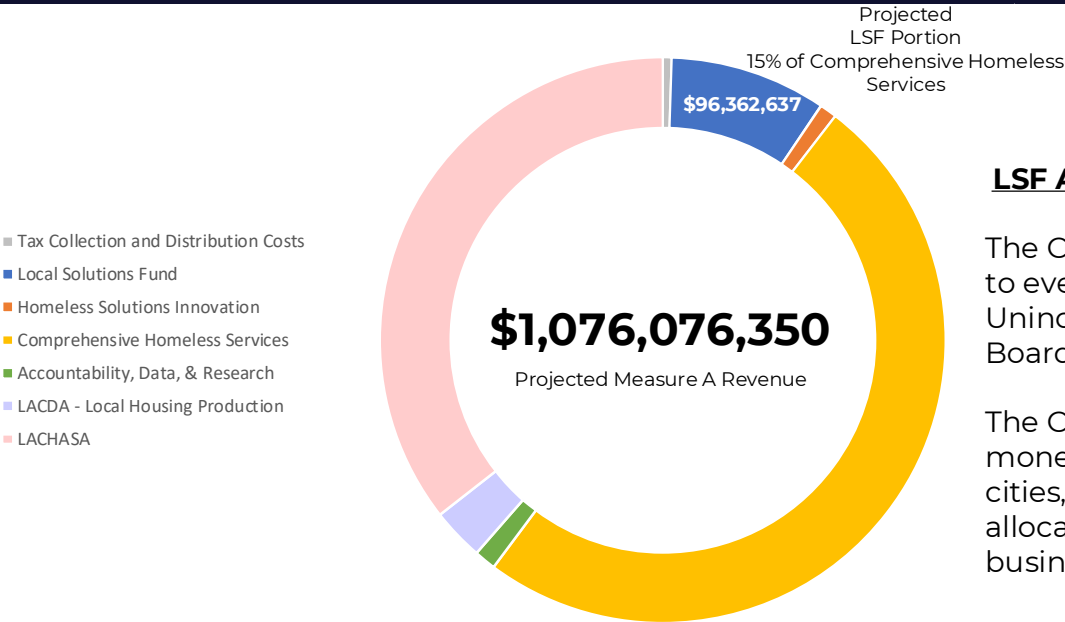
Homeless
Initiative

AGENDA

1. Local Solutions Fund Contracting Update
2. Pathway Home Update
 - Redondo Beach Boulevard Operation
 - MacArthur Park Operation

Local Solutions Fund (LSF)

Contracting Update



LSF Allocation vs Distribution

The County allocates funding to every City and Unincorporated Area using the Board-approved LSF formula.

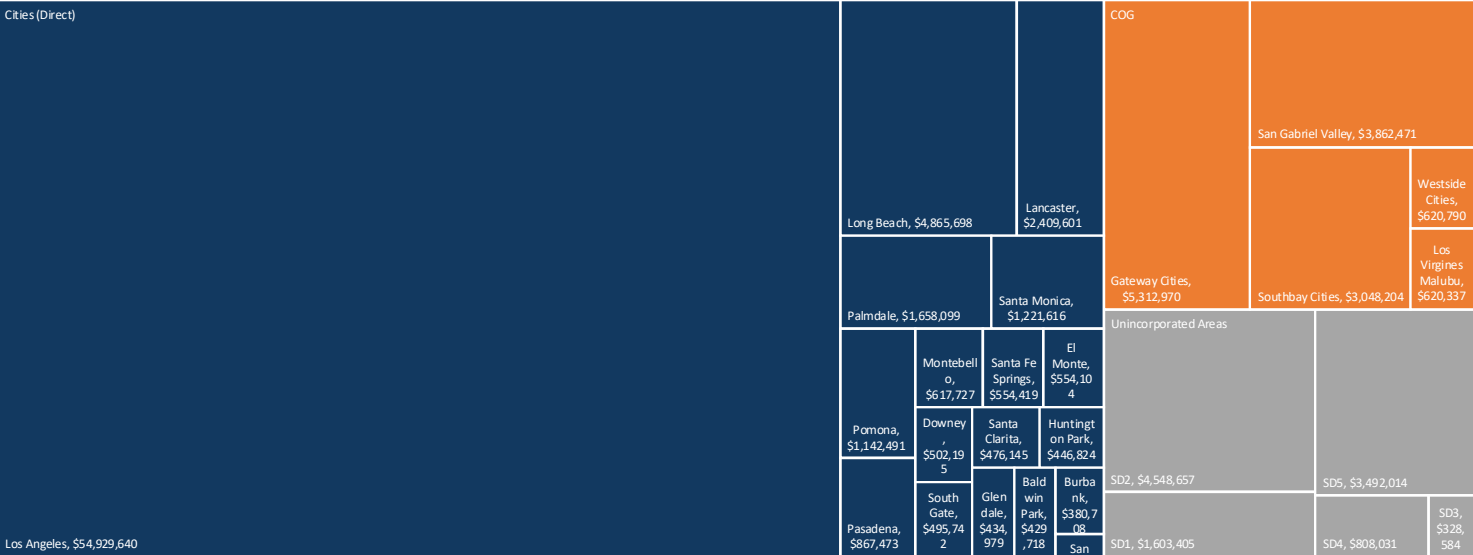
The County distributes the money to Funding Entities (e.g., cities, COGS, and UAs) based on allocation size and County business needs.

Local Solutions Fund

How is the County Distributing \$96,363,000 in LSF?

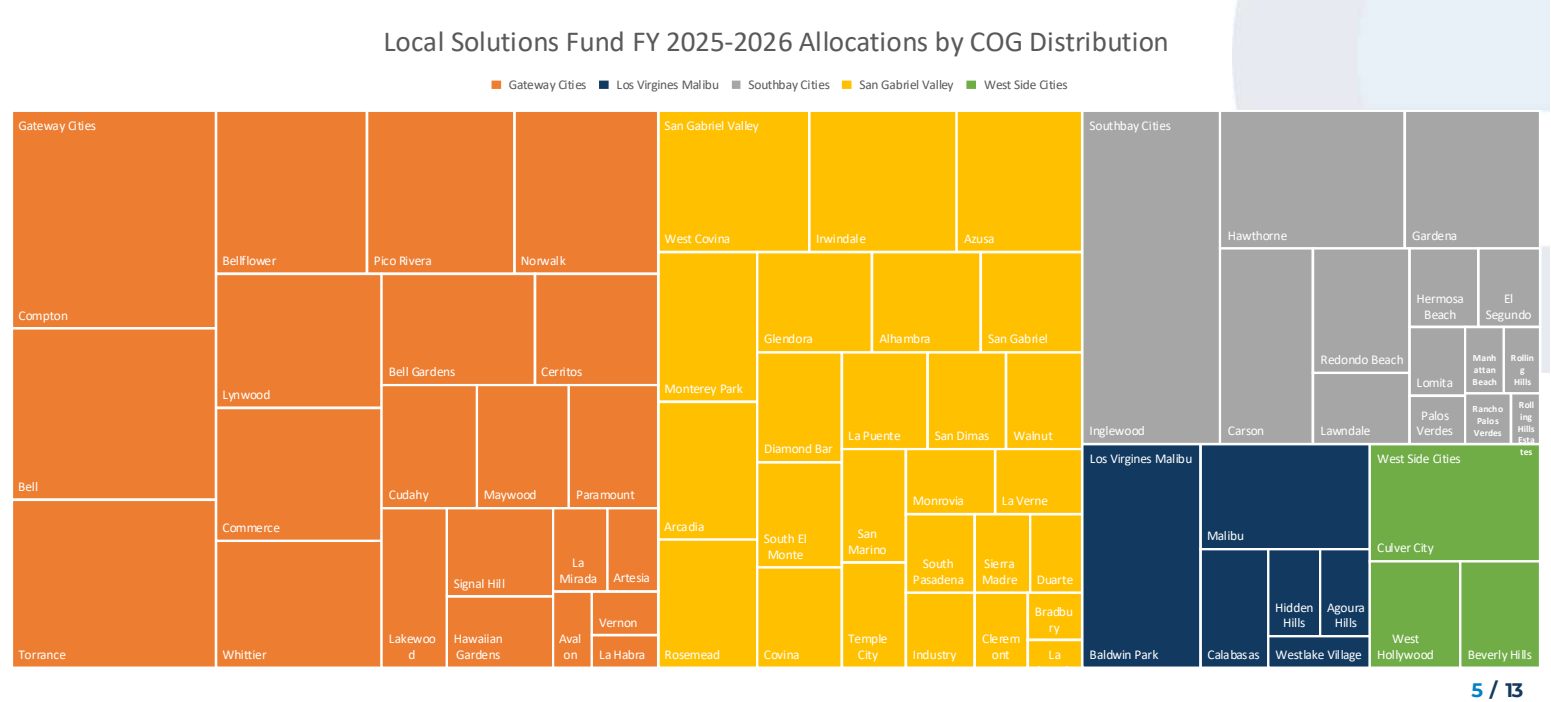
Local Solutions Fund FY 2025-2026 Distributions

■ COG ■ Cities (Direct) ■ Unincorporated Areas



Local Solutions Fund

How do city allocations relate to COG Distributions?



Local Solutions Fund

How is the LSF Contracting process going so far?

Funded Entity	Received	Under Program Review	Under Legal & Contracts Review	Out for Signature	Signed	Fully Executed
Santa Fe Springs						
Montebello						
Los Angeles						
El Monte						
Los Virgines Malibu COG						
Pasadena						
Baldwin Park						
Burbank						
Glendale						
Santa Clarita						
South Bay City COG						
Santa Monica						
Downey						
Gateway Cities COG						
Lancaster						
Long Beach						
Palmdale						
Pomona						
San Fernando						
San Gabriel Valley COG						
South Gate						
Westside Cities COG						
Huntington Park	Extension Requested					

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Local Solutions Fund

Contracting Update: Unincorporated Allocation Process

Funded Entity	Board Offices Engaged	SOW's Under Development	Program, Legal, & Contracts Review	Fully Executed
SD1				
SD2				
SD3				
SD4				
SD5				

Pathway Home Update

General Status Update



Pathway Home Update

Redondo Beach Boulevard

Outreach Partners

- DHS HFH MDTs HOPICS
- LAHSA HET SPA 6
- LAHSA HOST

LA County Departments

- Emergency Centralized Response Center (ECRC)
- Animal Care & Control
- Chief Executive Office – HI
- Chief Executive Office – RED
- Department of Health Services
- Department of Public Health
- Department of Public Works
- Department of Mental Health
- LA Sherriff's Department HOST
- LA County Fire Department



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Pathway Home Update

Redondo Beach Boulevard



Key Elements

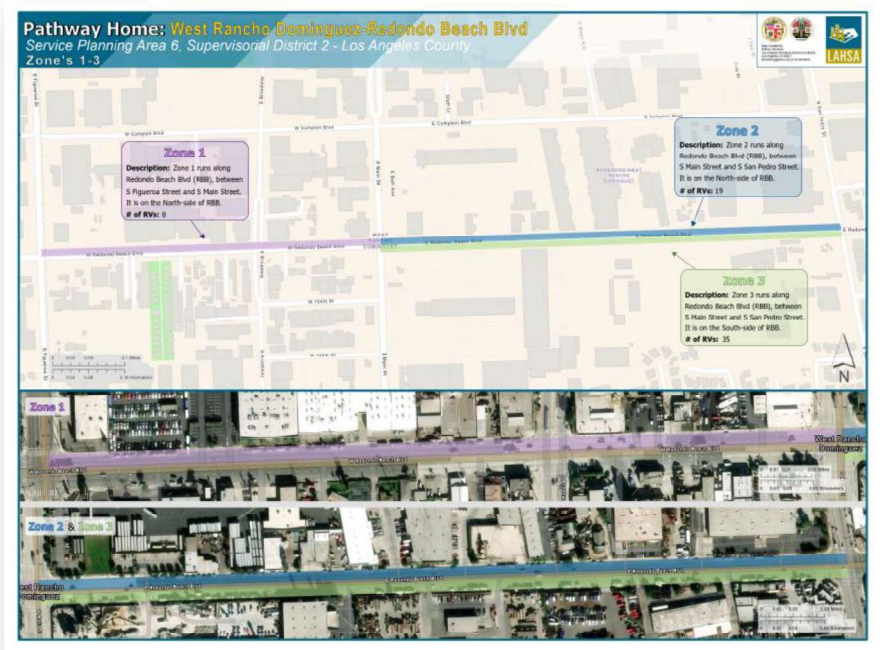
- Responding to a Long-Standing Need
- Building the Foundation of Support
- Finalizing the Partnerships
- Conducting the First Operation
- Key Outcomes

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Pathway Home Update

Redondo Beach Boulevard

- **Collaborative Planning:** Catchment zone along Redondo Beach Blvd was identified and zoned through input from both elected officials and street outreach teams.
- **Addressing Legacy Encampments:** Focused on resolving a longstanding RV encampment with residents who had been part of the community for several years.
- **Structured Eligibility Process:** In-person case conferencing held twice weekly for two months prior to the operation ensured targeted prioritization and alignment across partners.
- **Sustained Engagement:** Outreach efforts in this location had been active for over five years, establishing trust and continuity with residents.



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Pathway Home Update

MacArthur Park



Key Elements

- Responding to a Long-Standing Need
- Building the Foundation of Support
- Finalizing the Partnerships
- Conducting the First Operation
- Key Outcomes

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Pathway Home Update

MacArthur Park

Catchment Zone

- Accounted for both elected office and street outreach input
- Balanced established encampments and clients sleeping rough in the community
- Established geographic eligibility – but prioritization resolved via case conferencing



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Pathway Home Update

MacArthur Park

Street Outreach Partners

- Christ-centered Ministries (CCM)
- DHS HFH Metro MDT
- DHS Mobile Clinic
- Homeless Healthcare LA (HHCLA) SPA 4 MDT
- HumankindLA
- LAHSA CARE+, HET and Roadmap
- USC Street Medicine

LA County Departments

- Chief Executive Office – HI
- Chief Executive Office – RED
- Department of Health Services
- Department of Public Health
- Department of Mental Health

LA City Departments

- Bureau of Street Lighting (BSL)
- LAFD
- LAPD
- LA Sanitation (LASAN)
- Mayor's Office
- Recreation and Parks (RAP)



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Pathway Home Program Enhancements

Expanding our Permanent Housing Partnership with Housing for Health

Formalizing collaboration to bring proven, health-integrated housing solutions to Pathway Home Participants

- Leveraging HFH's robust infrastructure for housing navigation, retention support, and long-term housing stability.
- Redondo Beach Boulevard and MacArthur Park sites are the first new Pathway Home sites to start with Intensive Case Management Service (ICMS) and Flexible Housing Subsidy Pool (FHSP).
- The transition to ICMS and FHSP will better meet our participants' service needs as well as our ERF (Encampment Resolution Funding) state grant obligations.

Meeting participants where they are at by providing Intensive Case Management Services (ICMS)

- Providing wraparound, trauma-informed, and individualized support to participants.
- ICMS allows for deeper engagement with participants with high service needs, improving housing retention and overall well-being.
- Addresses physical, mental, and behavioral health challenges that often serve as barriers to permanent housing.

Facilitating the transition to permanent housing by using the Flexible Housing Subsidy Pool (FHSP)

- Unlocks a flexible funding stream to secure and sustain permanent housing in the private rental market.
- FHSP reduces time to housing by removing typical administrative and financial barriers to leasing.
- Offers landlord incentives, rental subsidies, and housing stabilization services to promote long-term success.

Pathway Home Program Enhancements

Deepening Countywide Integration: Strengthening Support for Participants

Enhanced Partnership with LA County Department of Mental Health (DMH)

- Integrated mental health support across Pathway Home sites
- Increased access to psychiatric services, medication management, and recovery support for participants with serious mental illness

Integration of DHS Mobile Clinic's Contingency Management Program

- Evidence-based behavioral health approach incentivizing positive steps toward wellness and housing retention
- Especially effective in supporting individuals with Stimulant Use Disorders with maintaining sobriety
- Encourages voluntary treatment engagement, adherence to recovery goals, and participation in supportive services

Deployment of Mobile Clinical Medical Support Teams

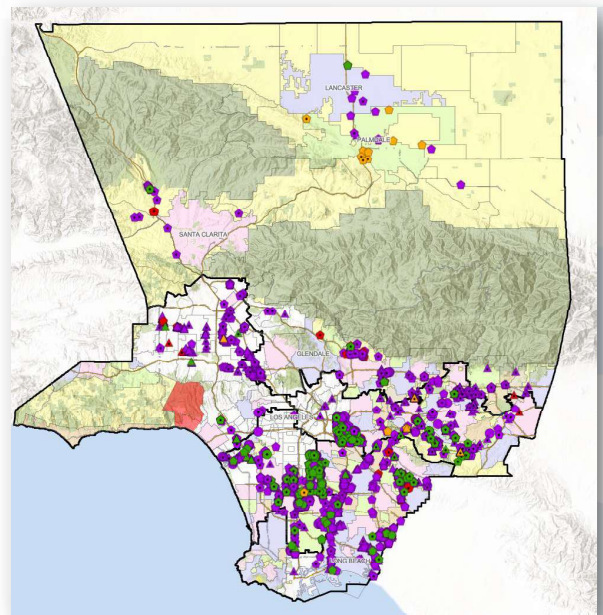
- In collaboration with LA County's Department of Health Services (DHS) Mobile Clinics, Department of Public Health (DPH) Infection Control, and USC Street Medicine, mobile medical teams provide on-site healthcare services at Pathway Home interim housing sites and encampments
- Addresses urgent health needs while building trust with participants who may be disconnected from traditional healthcare
- Supports continuity of care for individuals transitioning from street-based settings to housing
- Provides public health interventions including infection disease screening, treatment and vaccinations

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Pathway Home Update

Future Planning (Remainder of FY 2024-2025)

1. **House More People:** Increase throughput to permanent housing at our 20 current sites and use vacant units to conduct additional encampment resolutions in the surrounding communities.
2. **Open New Sites & Conduct New Operations:**
 - ✓ MacArthur Park
 - ✓ Unincorporated Gardena (RBB)
 - Working with ECRC on Whittier Narrows Gameplan
 - San Fernando Valley & Joint Inside Safe Operations
3. **Swap Sites:** Close two small sites so we can open one to two others.
4. **Identify New Funding Streams:** Apply for Encampment Resolution Grant – Round 4 if the State releases a Notice of Funding Availability (NOFA).
5. **Move People Directly-to-Housing:** Launch an Encampment-to-Home and/or Shelter-to-Home version of Pathway Home so our progress does not depend on the opening of motel-based interim housing.



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