HOMELESS POLICY DEPUTIES MEETING AGENDA

<mark>MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION</mark>

Date: **Thursday, October 9, 2025**

Time: **2:00 – 4:00 PM**

Location: **Kenneth Hahn Hall of Administration**

500 West Temple St.

Room 374-A

Los Angeles, CA 90012

To subscribe to emails for this meeting, please click here.

For members of the public who wish 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#**

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

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Lilit Bagdzhyan, Fifth District
II.	New Department of Homeless Services and Housing Update	Epifanio Peinado Temporary Services Administrator, CEO Implementation Team Molly Gonzalez Project Manager, CEO Implementation Team
III.	Executive Committee for Regional Homeless Alignment (ECRHA) Strategic Plan	Kristen Aster Executive Director, Executive Committee for Regional Homeless Alignment
IV	Items Recommended for Future Discussion	
V.	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: October 23, 2025
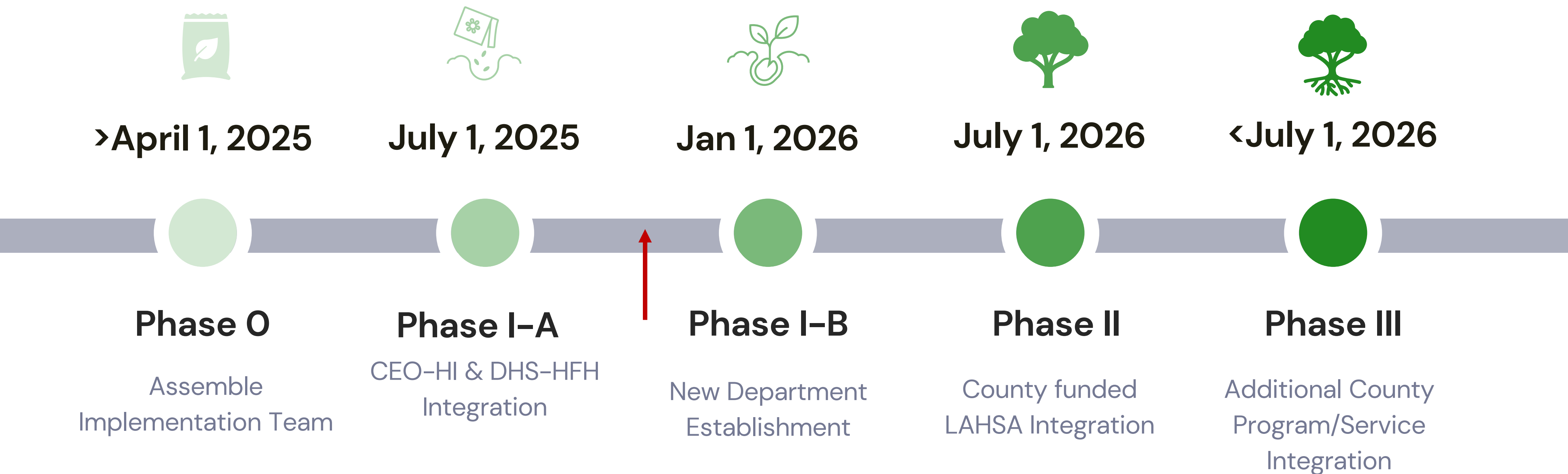
Key Updates

As of October 8, 2025

1. The completed Board Letter amends County of Los Angeles Code and grants necessary authorities to establish and operate the new Department of Homeless Services and Housing (HSH), effective January 1, 2026

   - October 15, 2025: Operations Cluster Meeting
     - 2 pm – 4 pm; Hall of Administration, Room 374-A and Virtually
   - November 12, 2025: First Introduction at Board of Supervisors Meeting
   - November 18, 2025: Second Reading and Adoption of Ordinances

2. Finalized Administrative Organizational Structure for HSH

Administrative Organizational Structure
Detail

- HSH Director **(1)**
- Medi-Cal Compliance **(1)**
- Contracts Administration / Monitoring **(44)**
- Public Information **(2)**
- Budget / Finance **(20)**
- Total New Admin Positions: **(177)**
- Compliance / Risk / Safety / Privacy **(8)**
- IT / Data Management **(60)**
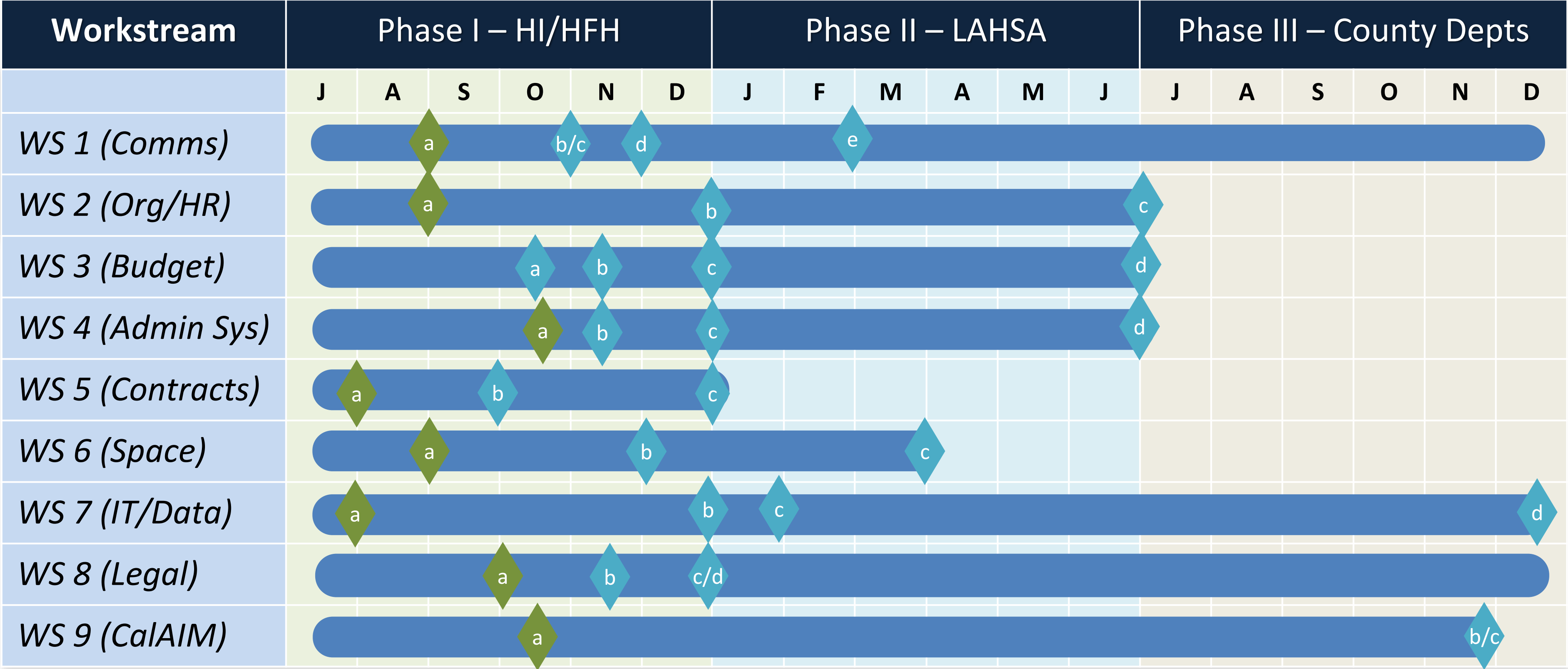- Administrative Services **(41)**
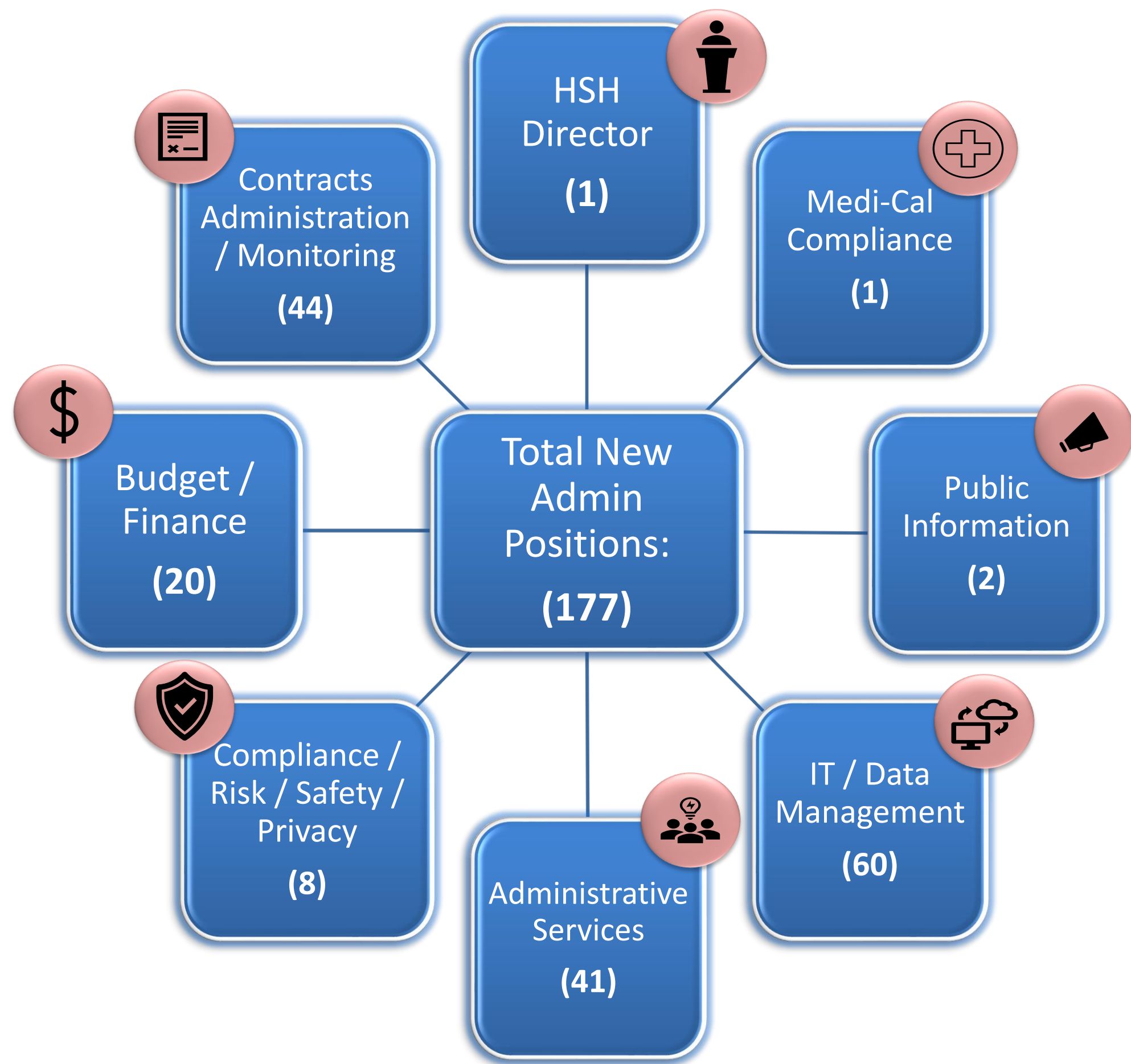
Key Updates (Continued)

As of October 8, 2025

3. Recruitments – Administrative Leadership

4. Provider Task Force
   - 122 applications received
   - Selections will be made by October 17th

5. County/LAHSA Funding Workgroup

6. Informational sessions continue to be underway with Labor (SEIU 721) and LAHSA Leadership
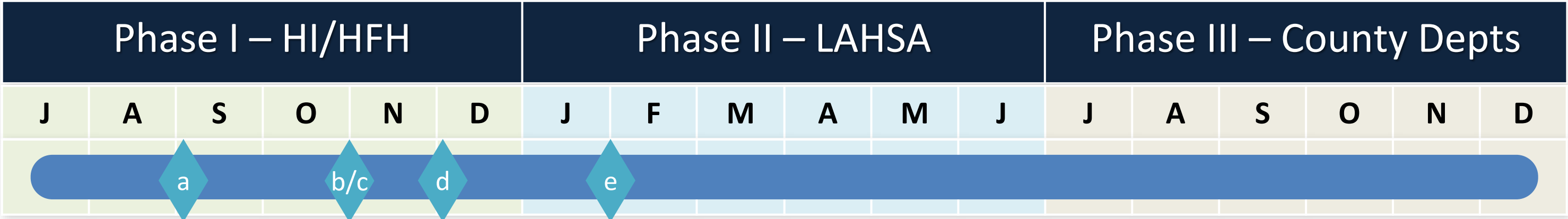
Detailed Project Timeline

As of October 8, 2025

Duration ⬭ Major Milestone Pending Completion ◆ Completed Milestone ◆

Workstream	Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
WS 1 (Comms)		a		b/c	d			e										
WS 2 (Org/HR)		a				b						c						
WS 3 (Budget)			a	b		c						d						
WS 4 (Admin Sys)			a	b		c						d						
WS 5 (Contracts)	a		b			c												
WS 6 (Space)		a			b				c									
WS 7 (IT/Data)	a					b	c											d
WS 8 (Legal)		a		b	c/d													
WS 9 (CalAIM)		a																b/c

Workstream 1: Stakeholder Engagement, Communications & Change Management

Duration	Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

(Timeline bar with milestones: a, b/c, d, e)

Major Milestone	Status	Activities To Be Completed
	Ongoing	Convened City of LA CAO / County of LA CEO Meetings – Jul. 7, 2025
a	Complete	Discovery Phase & Community Engagement Report – Sept. 1, 2025
b	Pending	Board of Supervisors- Executive Office to establish Provider Task Force – Oct. 2025
c	Pending	2-Day Community Workshop Report – Nov. 1, 2025
d	Pending	Virtual Community Workshop & 1-Day Workshop Report – Dec. 1, 2025
	Pending	Community Engagement Report – Jan. 31, 2026
e	Pending	Summary Report & Ongoing Report – Feb. 2026
	Ongoing	Host LAHSA staff sessions to provide timely information and obtain their feedback – Jul. 2025 through Dec. 31, 2025
	Ongoing	Host Informational Townhalls with community at large – Jul. 2025 through Dec. 31, 2025
	Ongoing	Keep governing bodies abreast of developments and obtain their feedback – Dec. 31, 2025
	Ongoing	Continue conducting community engagement with key stakeholders at the regional level & subject matter experts. Establish an ongoing community engagement process post project - Ongoing

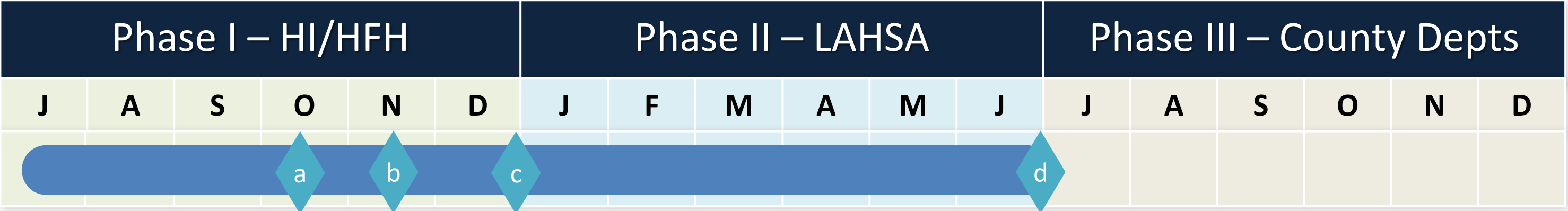# Workstream 2: Organizational Structure/Human Resources

Duration ⬤ Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

◆a ◆b ◆c
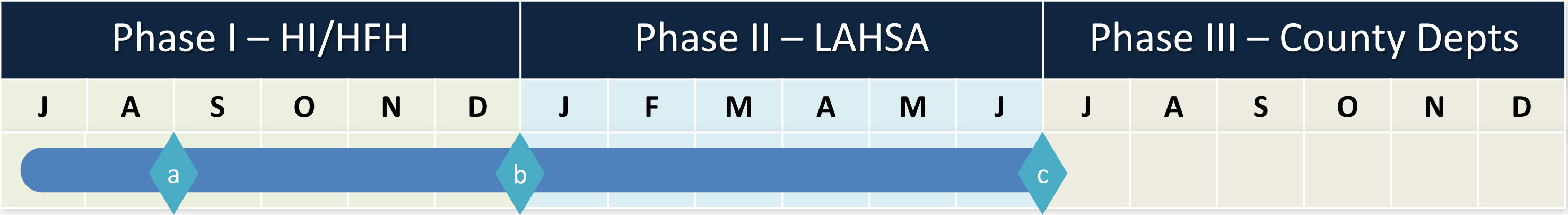
Major Milestone	Status	Major Activities To Be Completed
◆a	Complete	Finalize Administrative Organizational Structure – Sept. 1, 2025
	Ongoing	Begin Recruitment for Admin Positions – Sept. 15, 2025
	Ongoing	Continue Engagement/Information sharing sessions with SEIU, HI/HFH and LAHSA staff – Ongoing
	Pending	Complete HI/HFH Organizational Integration Meetings – Nov. 1, 2025
	Pending	Finalize HR Policies for HSH – Dec. 31, 2025
◆b	Pending	Transition HI/HFH staff to HSH: prepare transfer notices – Dec. 31, 2025
◆c	Pending	Complete HSH Reorganization to include to include LAHSA Funding / Programs / Positions. Develop recruitment plan for LAHSA transition; transition LAHSA staff – Jul. 1, 2026
	Pending	Initiate Phase III (Assess and optimize for transition of other County department funding and/or staffing) – Jul. 2026

# Workstream 3: Detailed Department Budget

Duration ⬭   Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

(Timeline bar showing milestones: a, b, c during Phase I, d at end of Phase II)

Major Milestone	Status	Major Activities To Be Completed
	Complete	Convene County/LAHSA funding workgroup – Jul. 21, 2025
	Pending	Embed fiscal and budget staff at LAHSA – Sept. 1, 2025
a	Pending	Complete budget walkthrough incorporating FY 25-26 Final Adopted Budget to serve as basis for transfer of funds – Oct. 15, 2025
b	Pending	Motion to establish mid-year ordinance only positions and Budget Adjustment to transfer funding to HSH – Nov. 18, 2025
c	Pending	Conduct review of budgetary landscape of LAHSA funding and identify transition plan – Dec. 31, 2025
d	Pending	Transition LAHSA funding – Jul. 1, 2026
	Pending	Initiate Phase III (transition other County department funding/staffing) – Jul. 1, 2026

Workstream 4: Fiscal Controls & Administrative Systems
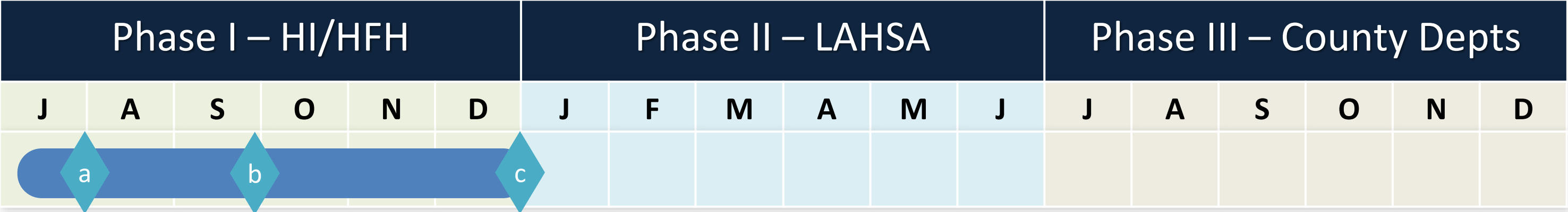
Duration ⬭ Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
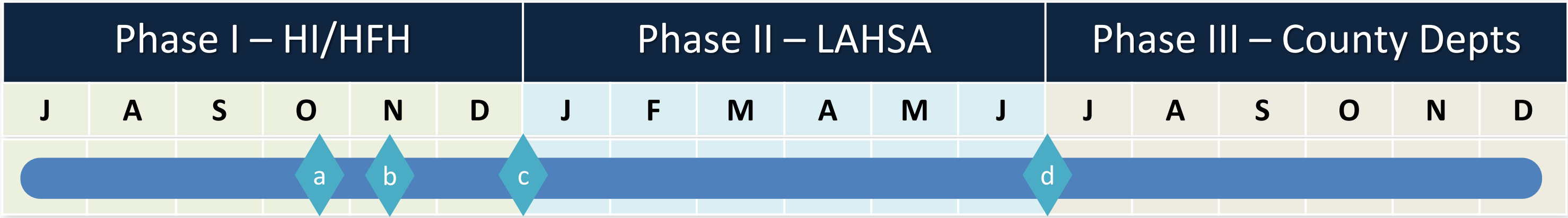
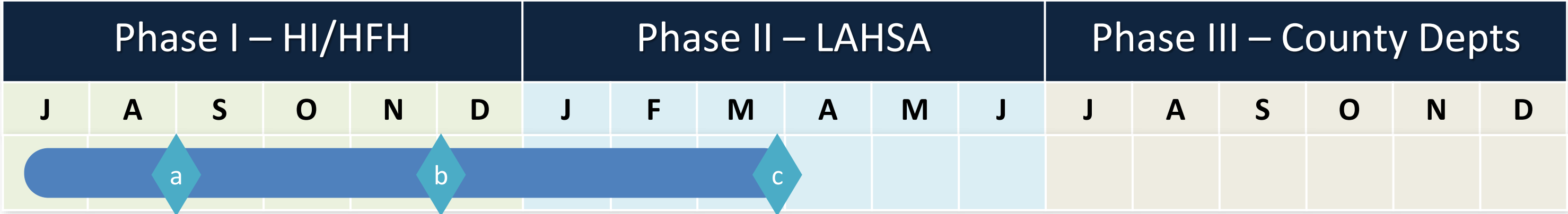| Major Milestone	Status	Major Activities To Be Completed
	Complete	Establish Chart of Account (COA) Structures – Aug. 15, 2025
	Complete	Develop payroll structure – Sept. 30, 2025
	Complete	Develop Unit Code Crosswalk to complete six months of actual transfer – Oct. 1, 2025
a	Complete	Develop Position Crosswalk – Oct. 20, 2025
	Pending	Develop Internal Control Plan (ICP) – Nov. 1, 2025
b	Pending	Establish security and access for eHR/Financial – Nov. 15, 2025
	Pending	Develop and execute test plan – Dec. 15, 2025
	Pending	Transfer existing encumbrances to HSH– Dec. 15, 2025
c	Pending	Complete HI/HFH personnel transfers – Dec. 31, 2025
	Pending	Adjusting eCAPS JV – Mar. 2026
d	Pending	Reorganization adjustments – Jul. 2026

Workstream 5: Contract Management

Duration ⬤━━━ Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
	a		b			c											

Major Milestone	Status	Major Activities To Be Completed
a	Complete	Identify an ideal County Contracting Division to model for HSH – Aug. 1, 2025
	Complete	Establish Delegated Authority framework for HSH – Aug. 1, 2025
b	Pending	Convert Measure H Contracts to Measure A and create new Measure A Contracts Templates – Sept. 30, 2025
c	Pending	Develop training program in support of the new model for contract monitoring/compliance services – Dec. 31, 2025

Workstream 6: Office Space & Equipment

Duration ⬤ Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
		a			b			c									

Major Milestone	Status	Major Activities To Be Completed
a	Complete	Complete analysis to finalize long-term needs – Sept. 1, 2025
	Complete	Develop and submit recommendations for long-term space needs – Sept. 11, 2025
b	Pending	Finalize recommendation incorporating feedback – Dec. 1, 2025
c	Pending	Prep space and move HI/HFH staff – Mar. 2026

Workstream 7: Technology & Data Management

Duration ⬭ Major Milestone ◆

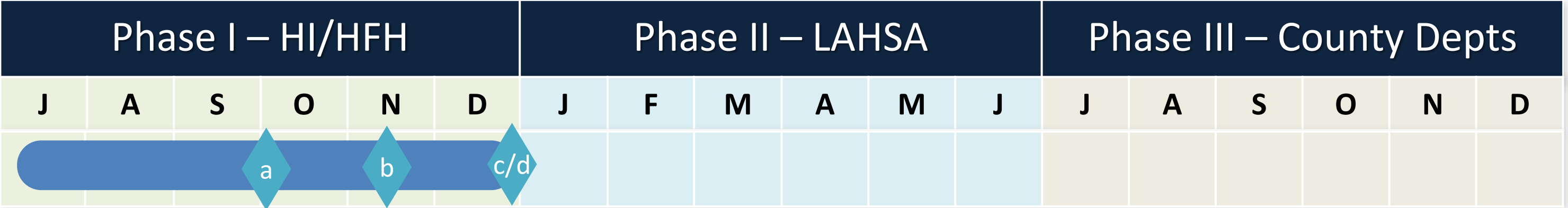| Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
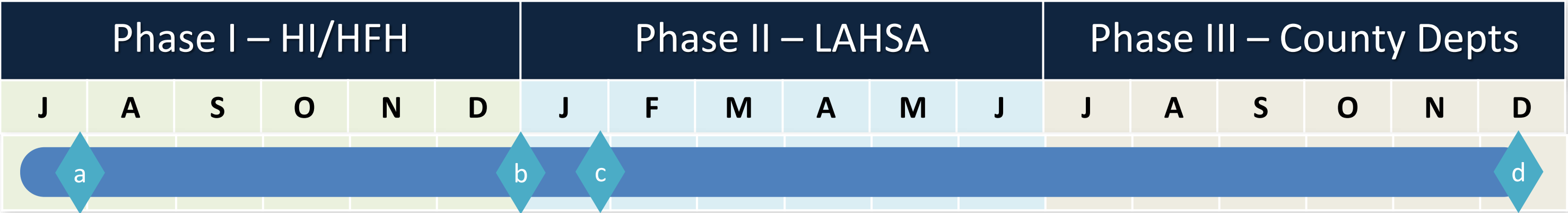
Milestones: a, b, c, d

Major Milestone	Status	Major Activities To Be Completed
	Complete	Determine system requirements for HSH– Jul. 2025
a	Complete	Finalize transition plans to ensure operational continuity for HSH; Finalize departmental domain creation & integration – Jul. 30, 2025
	Pending	Develop interdepartmental MOUs to ensure ongoing access to existing systems and shared services – Nov. 2025
	Pending	Get HSH staff up and running with tools and support – Nov. 7, 2025
	Pending	Continue to build out core IT systems and user access – Dec. 30, 2025
b	Pending	Move data and systems to HSH– Dec. 30, 2025
c	Pending	Acquire care/case management system – Jan. 2026
d	Pending	Implement care/case management system - TBD 2026

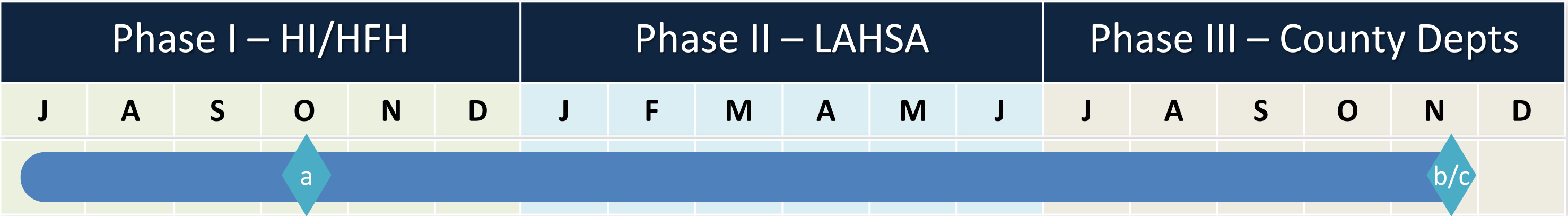# Workstream 8: Legal, Compliance, & Risk Management

Duration [====]   Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			a	b	c/d												

Major Milestone	Status	Major Activities To Be Completed
◆ a	Complete	Final County Counsel approval of Ordinance – Oct. 1, 2025
	Pending	Ordinance presentation at the Cluster Meeting – Oct./Nov. 2025
◆ b	Pending	Ordinance first and second reading – Nov. 18, 2025
	Complete	Submit application to obtain NPI – Aug. 2025
	Pending	Draft and implement policies for data privacy and security – Dec. 31, 2025
◆ c	Pending	Develop privileging and credentialing model for HSH clinical staff – Dec. 31, 2025
◆ d	Pending	Determine clinical structure of new department for purposes of general compliance and drawing down Medicaid, including CalAIM and Medicare – Dec. 31, 2025

Workstream 9: CalAIM

Duration ⬤⬤ Major Milestone ◆

Phase I – HI/HFH						Phase II – LAHSA						Phase III – County Depts					
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

(Gantt duration bar spanning J through N, with milestone **a** marked at O, and milestones **b/c** marked at N)

Major Milestone	Status	Major Activities To Be Completed
	Complete	Finalize the project scope for the consulting firm to scope revenue cycle development project – Aug. 2025
	Complete	Identify systems that need to be transitioned to or be duplicated in HSH to continue claiming. Develop and execute the transition plan – Aug. 2025
	Complete	Identify all staffing resources needs to support CalAIM Revenue Cycle Management – Aug. 2025
a	Complete	Finalize Medicaid lead duty statement and secure a Medicaid lead to oversee key CalAIM functions in HSH – Oct. 15, 2025
b	Pending	Transition County-administered Medicaid programs and contracts to HSH (e.g. Community Supports, PATH-CITED, and CalAIM Incentives) – Nov. 2026
c	Pending	Ensure collaboration between DHS and HSH on claims reconciliation for CY 22-24 and close out FY24-25, and any audits and follow ups required – Nov. 2026

Thank you.

Strategic Plan, 2025-2030

Proposed Executive Committee for Regional Homeless Alignment (ECRHA) Strategic Plan:
Presentation for Homeless Policy Deputies

—

Kristen Aster
Executive Director, Executive Committee for Regional Homeless Alignment

Why Create a Strategic Plan

- **Clarify ECRHA's role** and **organize the work ahead** for the Committee and its partners

- **Guide ECRHA's decision-making** and **support alignment** across county, city, and regional entities

- Sharpen the **long-term vision for regional collaboration** and implementation through 2030

Proposed Strategic Plan: https://file.lacounty.gov/SDSInter/bos/supdocs/207779.pdf

Background:
August 2023 Board Motion to Establish Two Bodies

- Based on the recommendation by the BRCH, the Board created **Executive Committee on Regional Homeless Alignment ("ECRHA")** to develop one plan to address homelessness, establish a common set of performance indicators, align resources, and provide oversight.

- The Board also created the **Leadership Table on Regional Homeless Alignment ("LTRHA")** to serve as an advisory body supporting the work of the ECRHA.

- Together, the ECRHA and LTRHA would:

    o identify most effective strategies,
    o scale solutions,
    o align private and public funding, and
    o communicate the vision.

ECRHA's Key Duties: Board of Supervisors Motion

- Develop **one plan for the region to address homelessness**.

- Establish a **common set of performance indicators**

- **Align funding and resources** within each member's respective jurisdiction or area of influence.

- Provide **oversight**

August 8, 2023 Motion: https://file.lacounty.gov/SDSInter/bos/supdocs/183266.pdf

ECRHA's Key Duties: Measure A

- Evaluate progress toward Measure A regional goals
- **Formulate baseline and target metrics** no later than April 1, 2025.
- Make recommendations to the County on the regional plan.
- Develop best practices for standardization of care.
- **Oversee and make recommendations regarding the expenditure of funds** allocated to the County and LACDA.
- **Make recommendations to the BOS and LACAHSA to redirect funds** to or away from specific programs for which target metrics have not been achieved by December 31, 2030.
- **Formulate new baseline and target metrics** informed by annual evaluations and program performance no later than October 1, 2031.
- **Evaluate progress toward these new metrics** at least every five years thereafter and make recommendations to the Board of Supervisors and LACAHSA.
- **Make recommendations** on the annual evaluation agenda.
- Receive presentation of annual Auditor-Controller findings, if requested

Rationale for Five-Year Horizon: Conceptual Framework

- **Phase 1 (2025 – 2027):** Lay the foundation for the development and implementation of Measure A tools and ECRHA's operational workflows

- **Phase 2 (2027 – 2029):** Support alignment around key funding and policy decisions

- **Phase 3: (2030):** Set the stage for the next cycle of planning, implementation, and long-term system visioning

Upcoming Key Milestones (2024–2031)

Voters pass Measure A

2024

Adoption by Board of Supervisors of Measure A goal baseline and metrics
Required by Measure A

First recommendations on annual evaluation agenda
Proposed

2025

First Responsive Regional Plan inventory published and reviewed
Proposed

Initial standards of care incorporated into Measure A contracts (for FY2026-27)
Board motion

First Measure A progress report (Will become annual activity)
Required by ECRHA

2026

Mid-point check-in on regional goal progress
Proposed

2027

Upcoming Key Milestones (2024–2031)

Establish criteria for recommendations regarding redirection or reallocation of funds
Proposed

2028

Begin formulating recommendations on redirection or reallocation of funds based on metrics progress evaluation
Proposed

2029

Finalize evaluation of progress towards metrics and recommend the redirection or reallocation of funds to the Board of Supervisors and LACAHSA
Required by Measure A

2030

Begin process of formulating new baseline and target metrics
Proposed

2031

Formulate new baseline and target metrics
Required by Measure A

Anticipated Annual ECHRA Recurring Activities

Receive annual auditor-controller presentation

Annual organizational meeting/officer selection

Review and discuss goal progress, regional performance, Responsive Regional Plan and opportunities for regional alignment

Request next round of Responsive Regional Plan data input

JANUARY

JUNE

ONGOING Throughout the year

JULY

Make recommendations regarding the expenditure of funds allocated to the County and LACDA

DECEMBER

SEPTEMBER

Review Responsive Regional Plan inventory

NOVEMBER

OCTOBER

Make recommendations on annual evaluation agenda

Discuss annual progress report on Measure A goals

FY 2025-26 Detailed Activities

- Responsive Regional Plan

- Standards of Care

- Measure A Goal Baseline & Metrics Review

- Measure A Spending Plan

- Additional Board of Supervisors Directives

- LTRHA & LACAHSA

- Communication and Visibility

Key Takeaways from Partner Engagement

- Unique role and growing opportunity

- Shape policy direction and engage jurisdictional partners

- Clarify and align governance landscape

- Make data a driver of action

- Leveraging the Regional Plan for Action

Operationalizing Partner Feedback

- Institutionalize policy conversations in the agenda cadence

- Broaden jurisdiction engagement

- Increase visibility and transparency

- Develop and maintain a transparent digital presence

- Serve as a connection across partners

Thank You