

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, November 13, 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#](#)

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 of Homeless Services and Housing Update	<p>Sarah Mahin Director, Los Angeles County Department of Homeless Services and Housing</p> <p>Leepi Shimkhada Interim Director, Housing for Health, Los Angeles County Department of Health Services</p> <p>Epifanio Peinado Temporary Services Administrator, Los Angeles County Chief Executive Office Implementation Team</p> <p>Molly Gonzalez Project Manager, Los Angeles County Chief Executive Office Implementation Team</p> <p>Daniel Kelleher Los Angeles County Chief Executive Office Implementation Team</p> <p>Erika Bonilla Senior Manager,</p>

		<p>Budget and Operations Management Branch, Los Angeles County Chief Executive Office</p> <p>Elizabeth Ben-Ishai Senior Manager, Los Angeles County Chief Executive Office, Homeless Initiative and Affordable Housing</p> <p>Rodney Collins Chief Deputy Director, Los Angeles County Department of Human Resources</p>
III.	Items Recommended for Future Discussion	
IV.	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: November 20, 2025



Homeless Services & Housing

A New Beginning

November 13, 2025

Sarah Mahin

Director

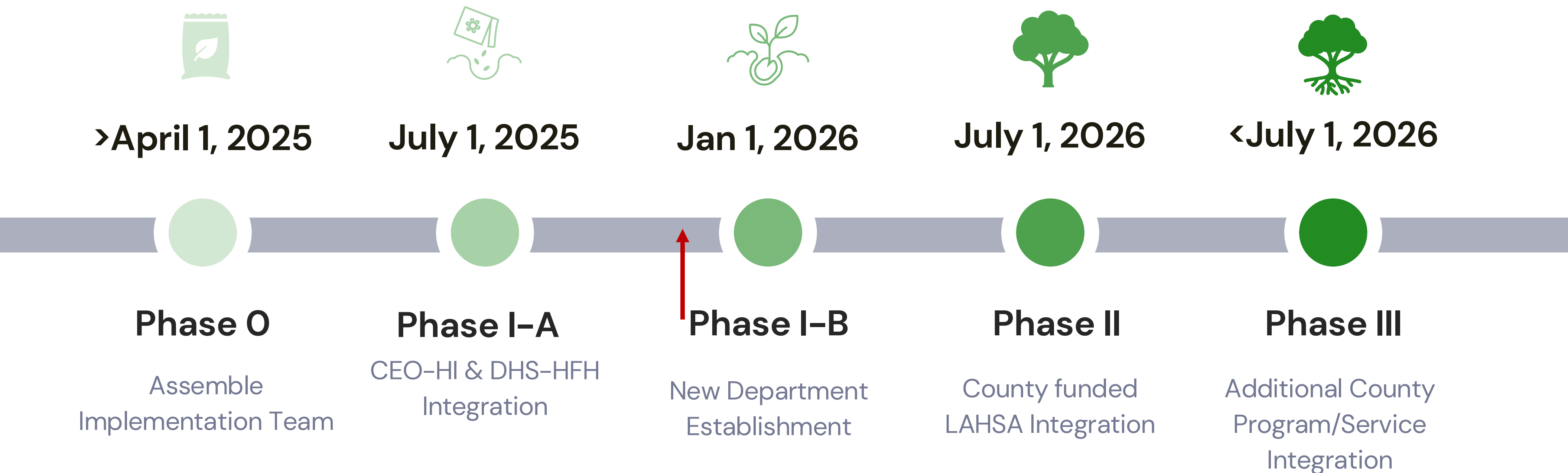
Homeless Services and Housing



Homeless Services & Housing

A New Beginning

PROJECT TIMELINE



A New Beginning...



Recruitment Activities & Project Timeline Update

Epifanio Peinado

Temporary Services Administrator
CEO Implementation Team

Molly Gonzalez

Project Manager
CEO Implementation Team

Rodney Collins

Chief Deputy Director
Human Resources

Key Updates (Continued)

As of November 11, 2025

1. Recruitment Activities

- Administrative leadership positions (Phase I)
- Developing employment pathways for LAHSA employees (current opportunities & preparation for Phase II)
- Upcoming meet & consult with Local 721 on represented positions
- DHR's Concierge Program

2. Provider Task Force

- 13 members/agencies representing eight service planning areas and subpopulations
- Orientation on October 31, 2025

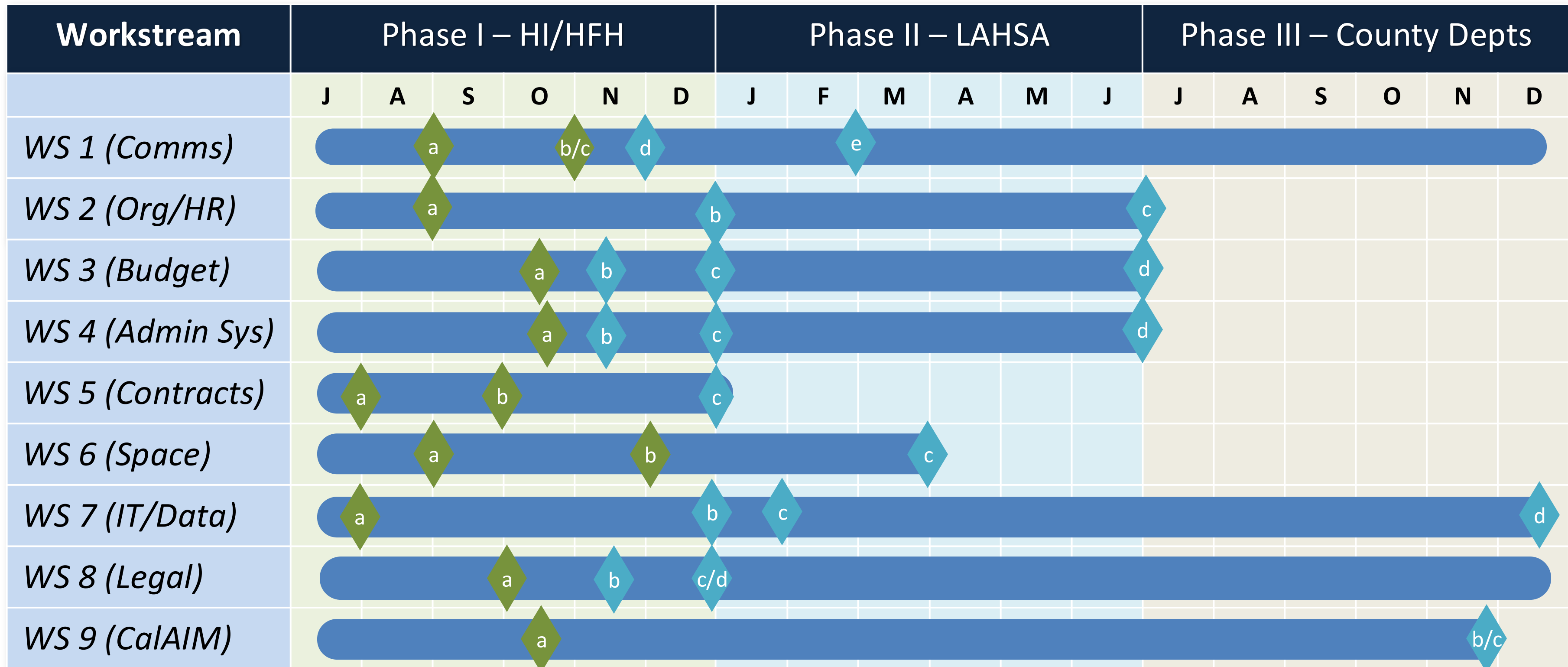
Detailed Project Timeline

As of November 11, 2025

Duration

Major Milestone Pending Completion

Completed Milestone





Board Letter, Budget, & Onboarding

Daniel Kelleher

Principal Analyst
CEO Implementation Team

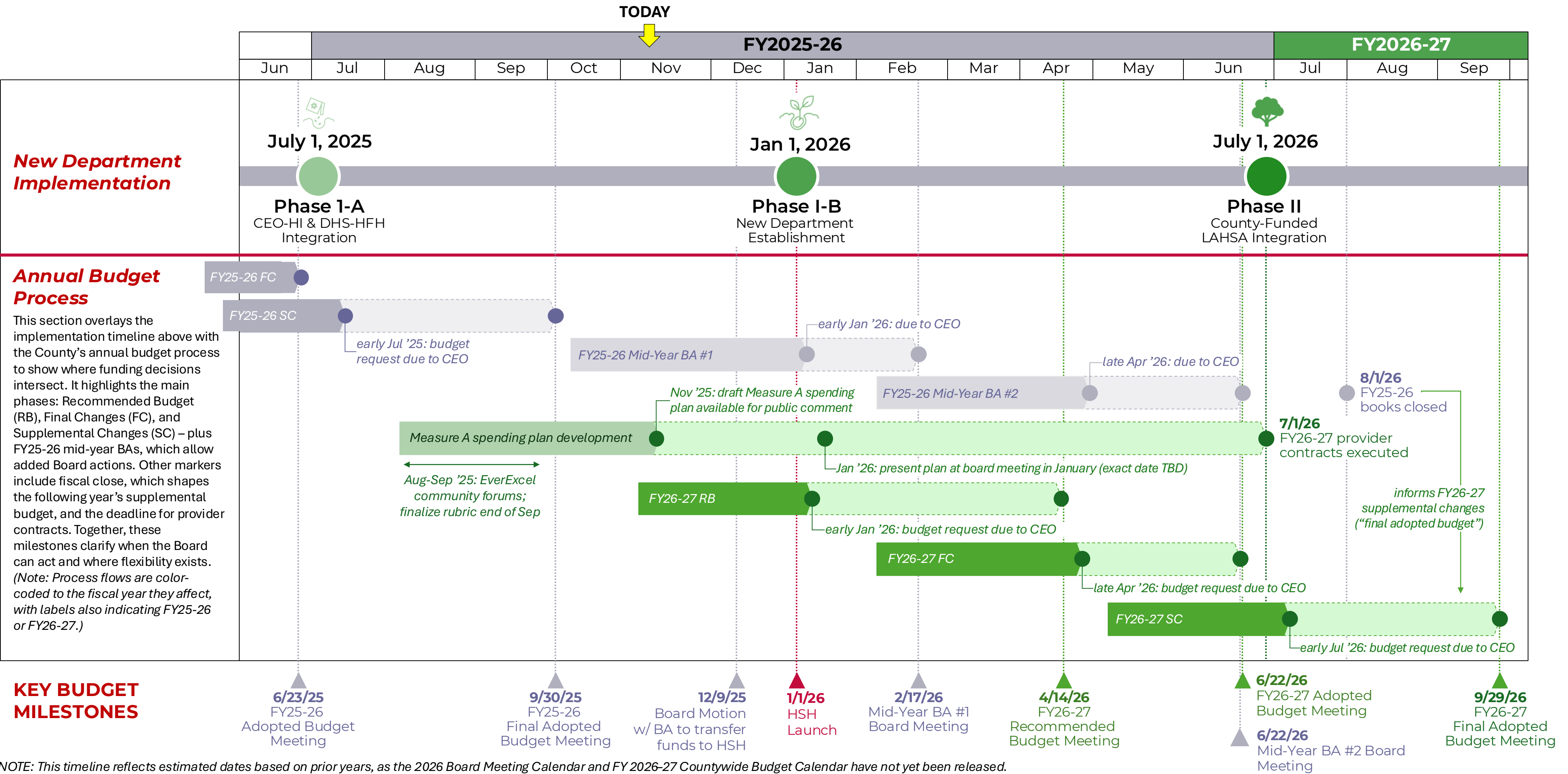
Erika Bonilla

Senior Manager
CEO, Budget and Operations Management Branch

Key Updates

As of November 11, 2025

- Completed Board Letter amends the 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
 - **November 18, 2025:** First Introduction at BOS Meeting
 - **November 25, 2025:** Second Reading and Adoption of Ordinances
 - **December 9, 2025:** Board Action for Budget Adjustment for HSH
 - **January 1, 2026:** Ordinances Effective and HSH Commences Service
- Status update onboarding of staff from HI, HFH, & HSA (Phase I)



LAHSA-County Transition Efforts

Homeless Policy Deputies Meeting

Elizabeth Ben-Ishai

Senior Manager, CEO

November 13, 2025

CEO.

1. Transition Objectives
2. Phase 1: LAHSA Transition Work to Date – Funding Shifts Decisions
3. Phase 2: Transition Logistics Planning and Implementation



CEO.

Transition Objectives



- Ensure a smooth transition that has limited impact on participants and service providers
- Establish and adhere to clear timelines for each step in the process
- Communicate effectively with partners, including LAHSA, the City of Los Angeles and other local jurisdictions, service providers, County departments, governance bodies, and community partners.

CEO. Phase 1 – Funding Shifts Decisions

(August – October 2025)

Process:

- Worked with LAHSA to review all County-funded LAHSA programs with the goal of finalizing decisions regarding which funding currently supporting LAHSA programs will be moving to HSH.
- Looked for potential unintended consequences of shifting funding to HSH, including loss of capacity and administrative burdens/challenges.
- LAHSA shared considerable data and information and met with County numerous times to discuss each program area and review data.

Decision:

- All County funds currently supporting programs at LAHSA will shift to HSH in FY26-27, with the exception of those that are directly tied to LAHSA's role as the region's continuum of care. *How these funds will be used at HSH will be determined through the spending plan process.*
- While the vast majority of funding for the identified programs will shift to HSH as of 7/1/2026, shifts in funding for some programs, such as unit acquisition and coordinated entry system programs, may be on a somewhat different schedule, which will be worked out with LAHSA.



Phase 2 – Transition Logistics Planning and Implementation (November 2025 – June 2026)

The following workstreams will develop and implement systematic plans to manage the logistics of the transition, now that funding shift decisions have been made:

- 1. Programs** – this stream focuses on planning for programmatic shifts, looking closely at the programs currently funded via LAHSA and how best to shift delivery of services under those program models to the HSH. Workgroups specific to major programmatic areas will reconvene.
- 2. Contracts and Funding** – this stream focuses on planning for shifting LAHSA funding to the new Department. The team will identify and implement viable and fair ways to unbraid funds currently at LAHSA. In addition, this stream will examine what will be required for the providers currently contracted with LAHSA to enter into agreements with HSH. The work of this stream will be informed by programmatic stream's workplan and the broader CEO implementation team's contracting and finance work.
- 3. HMIS** – this stream will plan for the impact on HMIS functionality and performance of shifting programs from LAHSA to HSH and develop a strategy to mitigate undesirable impacts.

Workgroups Convene and Develop Workplans

- Programmatic workgroups will convene bringing together subject matter experts and support staff to develop workplans for each stream.
- Workgroups will ID key steps needed to transition programs, contracts, funding, and address HMIS needs.
- Each workgroup will develop an internal memo w/ proposed workplans for review by leadership.

(Expected timeline: November – December 2025)

Workgroups Implement Approved Workplans

- Workgroups will partner with other County staff and leadership to implement the approved workplans.
- All necessary steps to enact the transition will be carried out, to the extent that it is possible to do so given the timelines in place for budget and contracts.

(Expected timeline: January – June 2026. Each work stream will have specific milestone deadlines in their workplans)

Stabilization and TA

- Any final steps needed to transition programs, contracts, funding, and address HMIS needs will be carried out.
- Workgroups and leadership will develop and implement strategies needed to stabilize the system, provide TA to providers and other stakeholders, and ensure clear communication to stakeholders impacted by the transitions.

(Expected timeline: July 2026 – ongoing.)



Expected Areas of Focus and Analysis

Programs:

- Review of all LAHSA program info (SRS, guidance) and identification of key programmatic changes
- Review of performance/outcome data with SMEs from LAHSA and County
- Review of expenditures in each programmatic area to allow for appropriate planning and staffing
- Identification of areas of strength and weakness within programmatic areas and special considerations to be aware of during the transition.
- In partnership with Contracts & Funding work stream, identification of strategies to unbraid funds, including changes to billing and other processes that must be implemented prior to the July 1 transition.
- Joint development of messaging to providers to ensure that they are kept up to date and aware of forthcoming changes.



Expected Areas of Focus and Analysis

Contracts and Funding:

- Review of LAHSA contracting processes to ensure shared understanding of current structure
- Crosswalk of LAHSA contractors with HFH contractors (complete)
- Support for LAHSA contractors that are not HFH contractors to apply for SHSMA
- In partnership with Contracts & Funding work stream, identification of strategies to unbraid funds, including changes to billing and other processes that must be implemented prior to the July 1 transition
- Develop of clear guidance and informative materials to support service providers through the transition

HMIS:

- Identification of key HMIS needs that HSH and its contractors will have in FY 26-27 and what support is needed to ensure these are met
- Data integration
- Identification and implementation of changes that will need to be made in HMIS to support its use as a key data system for HSH contractors and staff.

November 13, 2025

Communications & Branding Update

Department of Homeless Services and Housing

Homeless Policy Deputies Meeting



Chief
Executive
Office.



County of Los Angeles
Homeless
Initiative



HSH Branding & Messaging Materials

- **Logo system**
- **Visual identity & brand guidelines**
- **Designed collateral**
 - Letterhead
 - Social media graphic templates
 - Presentation templates
 - Microsoft Teams backgrounds
- **Message framework**
 - Mission, vision, values
 - Key messages



HSH Digital Communications Platforms



- **HSH website**
 - Homeless.lacounty.gov
 - New streamlined, audience-informed design
 - Launches on Jan 1
- **Social media**
 - New HSH Instagram
 - Pre-built following and content ahead of Jan 1 launch

November 13, 2025

Community Engagement Update

Department of Homeless Services and Housing

Homeless Policy Deputies Meeting



Chief
Executive
Office.



County of Los Angeles
Homeless
Initiative



High-Level Community Engagement Plan

Discovery
Phase &
Community
Engagement

Two-Day
Community
Workshops

Vital
Community
Report Back

One-Day
Community
Workshops
North & South
Counties

Countywide
Community
Engagement
Report-Back

Summary
Report &
LA County
Ongoing
Report Back



Community-Driven Designs & Recommendations

Community Engagement Completed

- Discovery Phase & Community Engagement
- Two-Day Community Workshops
- Virtual SPA Report Backs



Community Engagement Ahead



- Virtual Countywide Report Back – November 19
- Countywide Community Engagement Report Back – December 15
- Summary Report – February 2026



Thank you.