



Board of Supervisors Homelessness & Housing Cluster Agenda Review Meeting

DATE: October 22, 2026

TIME: 2:00PM – 4:00PM

MEETING CHAIR: Daniella Urbina, First District

MEETING FACILITATORS: Jeannette Ban West and Jillian Sadler, Department of Homeless Services and Housing

THIS MEETING IS HELD UNDER THE GUIDELINES OF BOARD POLICY 3.055.

To participate in the meeting in-person, the meeting location is:

Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012
Room 374-A

To participate in the meeting virtually, please call teleconference number (323) 776-6996 and enter 436 428 725# or [click here to join the meeting](#).

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

Members of the public may address the Homelessness & Housing Cluster on any agenda item during general public comment. The meeting chair will determine the amount of time allowed for each item.

This teleconference will be muted for all callers. Please dial *6 to unmute your phone when it is your time to speak.

- I. **Call to Order:** 2:00-2:05pm
- II. **Board Motion(s):**
 - a. None.
- III. **Board Letter(s):**
 - a. None.
- IV. **Presentation/Discussion Item(s):** 2:05-3:35pm
 - a. Service Provider Task Force Update (2:05-2:35)

Presenters:

- Molly Rysman, LA County Department of Homeless Services and Housing
- Veronica Lewis, ChangeMaker Consulting
- Constanza Pachon, The Whole Child
- Jennifer Hark Dietz, PATH
- Sarah Hoppmeyer, Union Station Homeless Services

b. Measure A Labor Council Recommendations (2:35-3:05)

Presenters:

- Tahia Hayslet, Harbor Interfaith Services
- Wendy Knight, SEIU Local 721

c. Flexible Financial Assistance (3:05-3:35)

Presenter:

- Belen Monroy, LA County Department of Homeless Services and Housing

V. Informational Item(s) (any Informational Item is subject to discussion and/or presentation at the request of two or more Board offices):

- a. None.

VI. Consent Item(s)

- a. None.

VII. Closed Session

- a. None.

VIII. Future Agenda Items: 3:35-3:45pm

IX. Public Comment: 3:45pm-End

X. Adjournment

If you would like to email a comment for an item on the Homelessness & Housing Cluster agenda, please use the following email address and include the agenda number you are commenting on:

homelessness_and_housing_comment@hsh.lacounty.gov

Service Provider Task Force

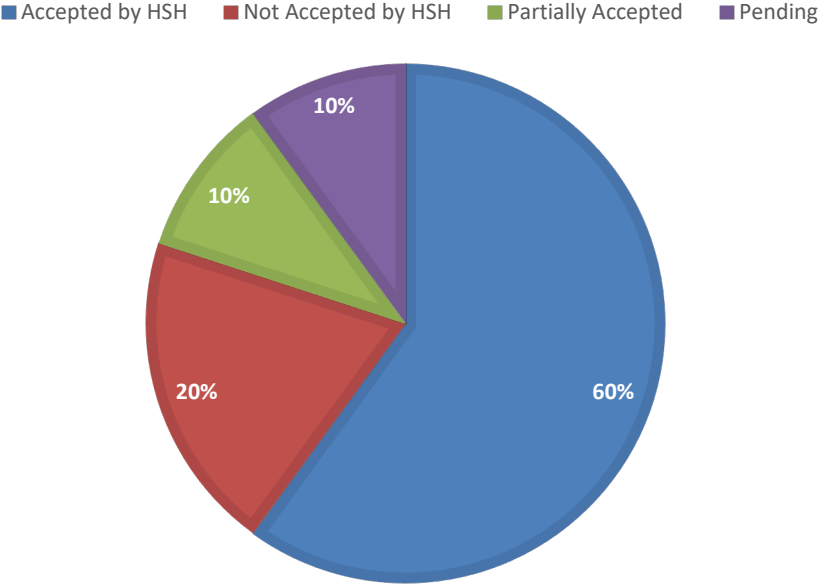
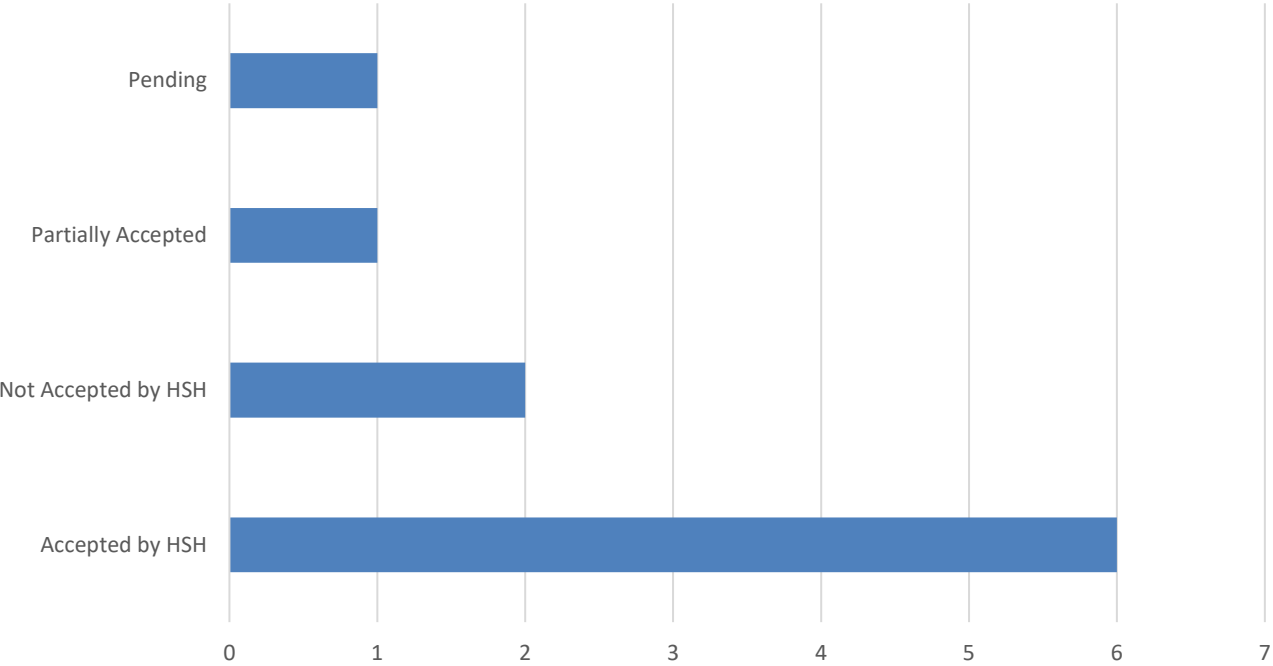
Provider Perspectives & Recommendations

Presentation Focus

- Sharing about our experience on the Service Provider Task Force
- What makes the Task Force different?
- Recommendations for ongoing provider engagement

Homeless and Housing Cluster Meeting • Board of Supervisors Deputies

Service Provider Task Force Recommendations



The Task Force Experience

What has the Task Force meant to providers?

Experience

What has it been like to participate in the Task Force?

Value

What has been most valuable about having this forum?

What Would You Change?

What would you change or do differently in the next iteration of the Task Force?

Provider voices and examples should lead this part of the presentation.

What Makes the Task Force Different?

Direct Provider Voice

Provider experience and expertise can directly inform HSH policies, practices and structures.

Partnership, Not Just Engagement

A forum designed to strengthen the relationship between HSH and providers as equal partners.

Action-Oriented

Moves beyond information sharing toward actionable recommendations, accountability and follow-up.

Cross-System Perspective

Creates space to identify implementation challenges, emerging issues and external impacts on the homeless response system.

What We Recommend Preserving & Strengthening

PRESERVE

- Direct access and dialogue with HSH leadership from Contracts, Finance and Programs
- Actionable recommendations
- Provider perspective in HSH decisions
- Accountability and follow-up
- Partnership between HSH and providers

STRENGTHEN / ADD

- Broader and more intentional representation
- Connection to the Board of Supervisors, when appropriate
- Focus on emerging and external system issues
- Broader provider/community feedback loops
- Issue-specific workgroups

We recommend extending the current Task Force through June 30, 2027

Recommended Task Force Structure

Core Task Force

- Up to approximately 15 members
- Intentional representation across provider size, geography, populations, expertise and backgrounds
- Executive-level participation, including financial expertise
- Limited terms and attendance/participation expectations
- HSH-facilitated initially, with leadership structure reevaluated over time

Connected Engagement

- Monthly or Bimonthly Task Force meetings
- Issue-specific workgroups as needed
- Quarterly broader provider/community input
- SPA-specific community voice and input
- Surveys and pulse checks to gather broader feedback from service providers

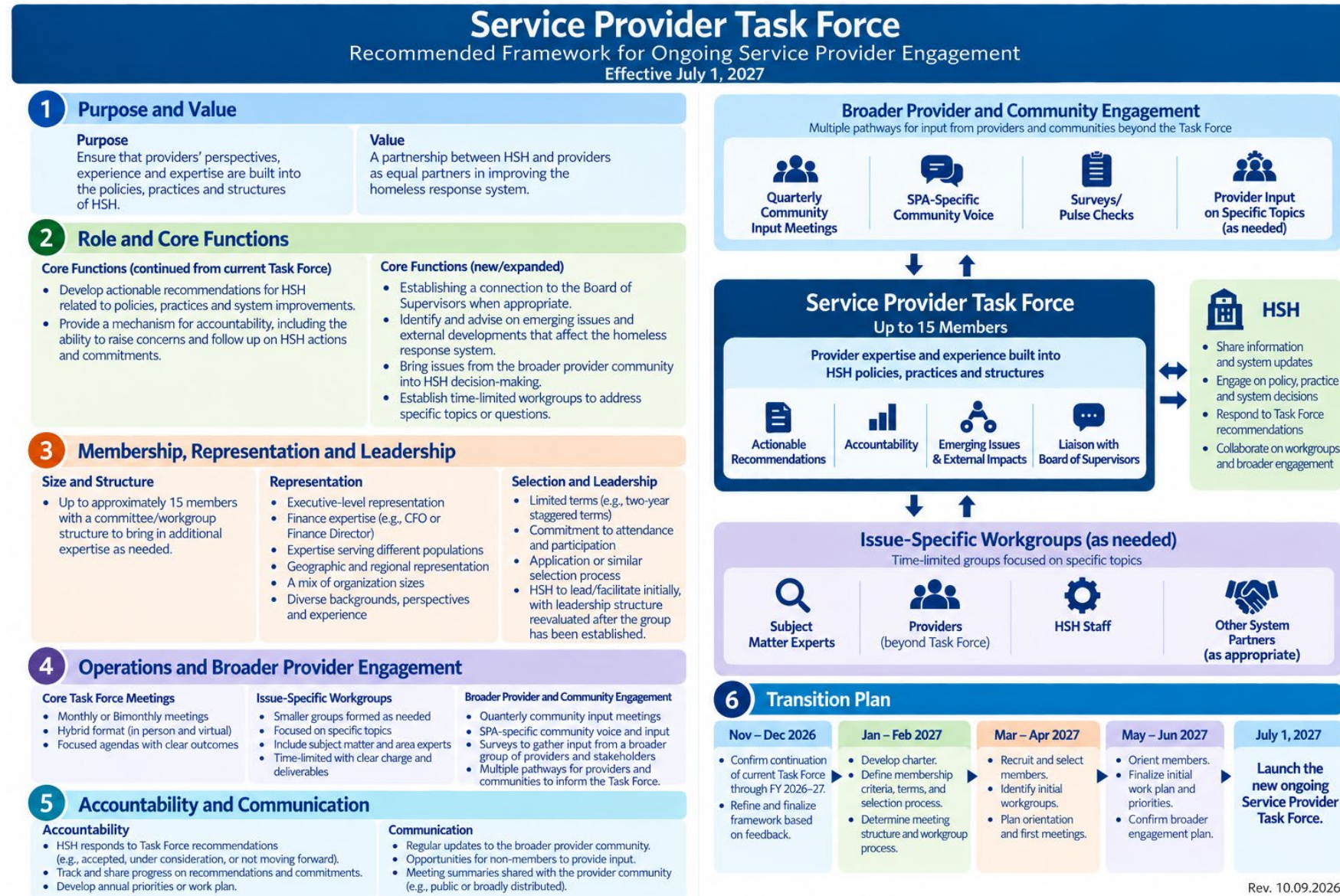
Recommended Path Forward

Near-Term Recommendation
Continue the current Service Provider Task Force through the end of FY 2026–27 while the longer-term structure is developed and finalized.



Goal: Preserve what has worked while building a more intentional, representative and connected model for ongoing provider engagement.

Appendix: Recommended Framework for Ongoing Provider Engagement



Measure A Labor Council Recommendations

Homelessness & Housing Cluster Meeting
October 22, 2026



Agenda

- Measure A Labor Council Overview
 - Ordinance & Motion
- Members, Meetings, & Speakers
- Measure A Labor Council Recommendations
- Questions & Discussion

Measure A Labor Council Overview



Measure A Ordinance

Section 27.B.

- By June 30, 2025, the County shall establish a labor council with equal representation from organized labor and nonprofit social service provider leadership to **discuss pay equity and career development at contracted service providers, especially with regard to racial disparities and for those with lived experience of homelessness.**
- This council shall make recommendations to the Board of Supervisors on issues related but not limited to: **all levels of compensation, wages and benefits, and appropriate pay ranges as compared to County employees performing similar work**, including the feasibility of contracts for social services positions financed by this Ordinance meeting or exceeding area wage standards, pay equity for service provider staff, and the allowance of cost-of-living adjustments.
- The labor council shall **provide initial recommendations to the Board of Supervisors** by June 30, 2026.

Measure A Ordinance: <https://file.lacounty.gov/SDSInter/bos/supdocs/198339.pdf>

Board Motion: Establishing the Measure A Labor Council

- Establish the Measure A Labor Council to **make recommendations to the Board of Supervisors on compensation issues for contracted nonprofit social service providers** including, but not limited to, wages, benefits, pay equity, career development, and cost of living adjustments.
- Provide a **written report back** on the establishment of the Measure A Labor Council.

June 10, 2025 Board Motion: <https://file.lacounty.gov/SDSInter/bos/supdocs/203891.pdf>

September 19, 2025 Report Back: <https://file.lacounty.gov/SDSInter/bos/supdocs/204154.pdf>

Board Motion: Establishing the Measure A Labor Council

1a. The Measure A Labor Council shall be comprised of no more than eight (8) individuals with an equal number of organized labor and nonprofit social service provider leadership representatives including:

- i. Representatives from SEIU Local 721, the Los Angeles County Federation of Labor as well as leadership from other organized labor that represents County employees or contracted service providers serving people experiencing homelessness.
- ii. Representatives from nonprofit social service providers serving people experiencing or at risk of homelessness that includes geographic, agency size, and program portfolio diversity. At least one representative shall be nominated by a unionized nonprofit organization serving people experiencing homelessness.
- iii. The Measure A Labor Council shall have the ability to consult with advisors from academia and other sectors to inform their recommendations.

Board Motion: Establishing the Measure A Labor Council

1b. A representative from organized labor leadership and a representative from the nonprofit service provider leadership **shall serve as co-chairs for the duration of the Measure A Labor Council.**

1c. Nonprofit service providers with a documented history of wage theft or other labor law violations **shall be prohibited from serving on the Measure A Labor Council.**

1d. In the event of a vacancy, the **Measure A Labor Council shall recommend by majority vote a replacement** for Board approval.

1e. The Measure A Labor Council's initial recommendations to the Board shall be submitted on or before June 30, 2026. The Measure A Labor Council shall **strive for consensus in all decisions and note recommendations when a consensus has not been reached.**

Board Motion: Establishing the Measure A Labor Council

2a. A proposed scope of work, including, but not limited to:

- The consideration of recruitment and retention strategies for the homeless services and prevention sector related to pay, benefits, working conditions, career advancement and skills development
- Health and safety issues
- Security in the workplace
- Collective representation
- Partnership models (such as labor-management cooperation committees or high road training partnerships).

Members, Meetings, & Speakers



Measure A Labor Council Members

Labor Representatives

Wendy Knight

SEIU Local 721

Robert Holguin

AFSCME Local 3511

Kristian Huling

AFSCME District Council 36

Carmen Roberts

SEIU Local 2015

Service Provider Representatives

Tahia Hayslet

Harbor Interfaith Services

La Keishia Childers

PATH

Summre Garber

Safe Parking LA

Kris Nameth

LA LGBT Center

Measure A Labor Council Meetings & Community Feedback Sessions

Meetings

- October 10, 2025
- November 14, 2025
- November 24, 2025
- December 19, 2025
- January 23, 2026
- February 20, 2026
- March 13, 2026
- April 17, 2026
- May 15, 2026
- June 12, 2026

Community Sessions

- January 15, 2026
- June 3, 2026



Measure A Labor Council Speaker Recap

Opening Remarks from Nonprofit Homeless Social Services Providers

- Dr. Ryan J. Smith, St. Joseph Center
- Ben Kay, HOPICS
- Jhony Acosta, Union Station Homeless Services
- Celina Alvarez, Housing Works
- Amy Turk, Downtown Women's Center
- Alex Sato, The Center in Hollywood
- Mark Vinzani, Union Station Homeless Services

Measure A Labor Council Speaker Recap

Measure A Spending Plan FY 2026-27

- Sarah Mahin, Dept. of Homeless Services and Housing
- Cheri Todoroff, Chief Executive Office - Homeless Initiative

Homeless Sector Recruitment and Workforce Analysis

- Nancy Martinez, United Way of Greater Los Angeles

Living Wages in Los Angeles County's Homeless Response Sector

- Lisa Abraham, RAND

Workforce Entry, Training Models, Retention, and Career Advancement: Higher Education Panel

- Steven Sedky, Santa Monica College
- Dara Weinger, Corporation for Supportive Housing

Measure A Labor Council Speaker Recap

Workforce Entry, Training Models, Retention, and Career Advancement: Field Based Panel

- Erica Kim, The People Concern
- Leona Smith Di Faustino, The Worker Education & Resource Center

High Road Training Partnership Models

- Sylvia Romo, SEIU-Community Clinic Labor Management Cooperation Committee
- Dr. Ana Luz Gonzalez-Vasquez, UCLA Labor Center

Compensation Trends and Access to Care

- Jodi Kurata, Association of Community Human Service Agencies

State of the Sector Data to Support Los Angeles Nonprofits

- Annie Chang, Nonprofit Finance Fund

Measure A Labor Council Speaker Recap

Lived Expertise Action and Research Network Survey Research

- Daniel Soucy, National Alliance to End Homelessness

Interim Housing Rate Adjustment Case Study

- Brittnee Hill & Courtney Price, Dept. of Homeless Services and Housing

Employee Benefits

- Shauna Janeway, SEIU Local 721

Presentation and Discussion on County Contracting Structure

- Angelica Frias, Center for Non-Profit Management

Dept. of Homeless Services and Housing Services Provider Task Force Recommendations

- Veronica Lewis, Consultant

Measure A Labor Council Recommendations



Recommendations Summary

- On June 29, 2026, the Department of Homeless Services and Housing submitted, on behalf of the Measure A Labor Council, the Labor Council's 16 recommendations.
- The recommendations were organized within six categories:
 - A. Wages & Increases
 - B. Recruitment
 - C. Training & Skill-building
 - D. Benefits
 - E. Retention
 - F. Funding

June 29, 2026 Board Report: https://file.lacounty.gov/SDSInter/bos/bc/1212389_ReportBackonEstablishingtheMeasureALaborCouncil-FINAL.pdf

Recommendations:

A. Wages & Increases

Fiscal

1. Direct the Department of Homeless Services and Housing (HSH), beginning in Fiscal Year (FY) 2027-2028, and if approved following fiscal and operational analysis in the annual HSH budget during the County budget process, to include an annual cost-of-living adjustment (COLA) to the services portion of its Measure A-funded contracts, using methodology consistent with Board policy 5.070 and in alignment with Section 27 of the Measure A Ordinance.

Administrative

2. Direct HSH to report back, in consultation with its contracted homeless service providers of various sizes, geographic scope, and programs offered, on the potential fiscal, staffing, and service implications of requiring a livable wage floor, based on industry and academic data for Los Angeles County, for contracted homeless service providers in its service contracts. The study should be completed in FY 2026-27, with a proposed implementation plan for FY 2027-28 based on the findings and should include considerations for a pathway for providers to achieve a livable wage.

Recommendations:

A. Wages & Increases

Study

3. Direct HSH to conduct an annual survey of wages provided by its contracted nonprofit homeless services providers, including COLA adjustments. This should include, but not be limited to, information on the minimum wage provided by its nonprofit homeless service providers and wages of various job bands, such as supervisory and management job bands. This information should be aggregated and made publicly available. This information should be provided as applicable to the review required by Section 27 of the Measure A Ordinance.

Recommendations:

B. Recruitment

Administrative/Fiscal

4. Direct HSH to partner with the Department of Economic Opportunity (DEO), the Center for Strategic Partnerships (CSP), the Los Angeles Community College District, non-profit workforce development and labor experts, and any other relevant entities to explore and report back with a roadmap to expand access to and availability of hiring and training programs, including education, job training, transitional work, and Registered Pre/Apprenticeship Programs, that offer skills, credentials, and experiences required by hiring employers in the homeless services and other growth and opportunity sectors as well as stipends and supportive services that improve program and job retention and advancement, ensuring accessibility to people with lived experience.

Opportunities for public resources and philanthropic partnerships to support participation in these educational programs and other trainings should also be included. There should also be options to strengthen the skills of individuals entering the homeless services workforce, and the skills of individuals seeking to transition roles and/or advance in their careers in the homeless services workforce.

Recommendations:

B. Recruitment

Fiscal

5. Direct DEO, in consultation with HSH and CEO, beginning in FY 2026-27, to develop and seek available funding for a High Road Training Partnership (H RTP) pilot for the homeless services workforce in Los Angeles County. H RTPs are industry-based, worker-focused training partnerships of employers, workers, and labor unions that aim to increase access to good jobs, create pathways for job growth, meet workforce needs, and build worker voice. This type of model was called out in the Board motion that formed the Measure A Labor Council, and DEO has invested more than \$34 million in 27 H RTPs with 2,300 plus participants and 500 plus unsubsidized job placements to date. This also builds on DEO's prior and continued investment in the Careers for a Cause Program.

Administrative

6. Direct HSH to report back, in consultation with its contracted homeless service providers and labor partners, on options to use its contract requirements to promote more standardization of practices to support recruitment of the homeless services workforce, including but not limited to 1) development and utilization of standardized job descriptions; and 2) acceptance of work and/or lived experience in lieu of educational requirements in the Statement of Work.

Recommendations:

B. Recruitment

7. Direct HSH to report back, in consultation with other relevant partners, on any fiscal, contractual, or other implications of “rebranding” the homeless service sector and direct HSH to work with CSP to explore philanthropic support for a related communications campaign.

Given the homeless sector's challenging reputation as being one that is very demanding, but with limited compensation and flexibility, and the need to attract and retain a strong workforce, HSH should consider spearheading a sector rebranding project to help organizations highlight the specific and unique opportunities in this field of work. This campaign could help candidates within and outside the sector see that homeless services offer both high-impact and high-reward work for this very relevant and visible issue.

Recommendations:

C. Training & Skill-building

Administrative/Fiscal

8. Direct HSH to partner with non-profit workforce development and labor experts and any other relevant entities to explore and report back with a roadmap to expand access to and availability of reskilling programs for existing contracted homeless services workforce to support staff in roles that may no longer be funded to transition to other parts of the sector.

9. Direct HSH to report back on 1) the trainings it requires of its contracted providers, including any population-specific training requirements (for example, training on transition aged youth, families, older adults, survivors of gender-based violence, etc.); 2) access to centralized training offerings to foster consistency and reduce training costs; 3) opportunities to reduce administrative burden of contracted providers through consistent training requirements across County departments that fund the homeless services sector, and any other options to reduce administrative training burden; and 4) options for frontline workers to participate in program design and provide feedback on program implementation. Trainings should be covered by the direct, non-personnel costs in “direct costs” in its contracted service provider contracts.

Recommendations:

D. Benefits

Administrative

10. Direct HSH, in consultation with its contracted service providers, and County Counsel, to explore the feasibility of an administrative third-party providing central provision of administrative functions (including any insurance and benefits functions) to its contracted providers, particularly smaller providers, while still complying with County contractual requirements.

Study

11. Direct HSH to conduct an annual survey of benefits provided by its contracted nonprofit homeless services providers, utilization of those benefits, and associated costs of providing those benefits. This information should be aggregated and made publicly available. The initial study should be completed in FY 2026-27 and include a follow-up analysis and proposed implementation plan. Future studies should occur every three years. The analysis should also take into account the unique needs and makeup of the homeless service workforce, and the proposed implementation plan should include options for greater benefits parity amongst contracted providers.

Recommendations:

E. Retention

Administrative/Fiscal

12. Direct HSH to partner with any relevant entities to report back with a roadmap to expand access to and availability of formalized mentorship programs.

13. Direct HSH to report back, in consultation with its contracted homeless service providers and labor partners, on options to use its contractual requirements to promote more standardization of practices to support retention of the homeless services workforce included but limited to 1) minimum new employee onboarding requirements; 2) safety plans and documentation of implementation of those safety plans; 3) standardized caseloads per various job functions; 4) flexible schedule options (when practical based on programmatic and coverage requirements); 5) minimum thresholds for paid time off, well-being programs, and other resources to address and process trauma; and 6) options for frontline workers to participate in program design and provide feedback on program implementation. This study should be completed in FY 2026-27 with a proposed implementation plan for FY 2027-28 based on the findings.

Recommendations:

F. Funding

Fiscal

14. Direct HSH, in consultation with the CEO, to estimate funding amounts and potential sources, including the option for including specific allocations within the Measure A spending plan for FY 2027-28 and FY 2028-29, to implement any recommendations from this report that have a fiscal implication, with an analysis of any impacts on funding for client-facing services.

15. Direct HSH to report the average admin rate for its contracted providers and allowable admin rates for its contracted providers, when applicable, and seek feedback from the Service Provider Task Force on options for other models, such as setting a minimum admin rate floor, not tying a portion of admin costs to direct costs, and/or expanding allowable admin costs for applicable contracts.

16. Direct HSH to report to the Board quarterly on the status of timely submission of invoices by providers, and the status of paying providers within 30 days of receiving complete and accurate invoices.

Questions & Discussion



**LA COUNTY DEPARTMENT OF
HOMELESS SERVICES AND HOUSING**

Flexible Financial Assistance Program

Homelessness & Housing Cluster

October 22, 2026



LA COUNTY
**Homeless
Services
& Housing**

Program Overview

- **In Fall 2026, HSH will launch Flexible Financial Assistance for People Experiencing Homelessness (FFA for PEH)**
- **FFA for PEH will provide targeted, low barrier financial assistance to secure housing, get closer to housing stability, quickly divert from the homeless services system or secure employment.**
- **FFA builds on components of Problem Solving – but has key differences**



Program Funding & Staffing

- **HSH investing \$600K of Measure A**
- **Anticipated \$683K investment from HealthNet**
- **FFA is highly scalable intervention that can take on additional targeted funding opportunities**
- **One HSH staff to coordinate/process referrals**



FFA is...



- A very limited, one-time resource. It should only be considered as a last resort, after all other resources have been explored and/or exhausted (amounts are anticipated to range from \$500 to \$2,500).
- **ONLY** for those currently experiencing homelessness. It is not for those at risk of homelessness.
- **ONLY** financial assistance. The program does not provide dedicated case management services.



Eligibility Criteria for FFA

- **18 years of age or older**
- **Currently experiencing homelessness**
- **Request must lead to either a housing placement or sustainable employment for the referred participant**
- **Verified spend-down of other resources (CalAIM Housing Deposits/MDT Flex Funds/LSF Funds) prior to referring**



Eligible Uses of FFA

- **FFA is for housing or housing-related expenses, including but not limited to:**
 - **Family reunification costs**
 - **Security deposit for a new unit (with verification of income to sustain)**
 - **First month's rent for a new unit (with verification of income to sustain)**
 - **Utility arrears/deposit to establish service in new home**
 - **Employment related costs (licensing fee, equipment, uniforms, etc.)**
 - **Transportation (vehicle payments, tickets, repairs, etc.)**
 - **Medical expenses (not covered by insurance)**



HSH Internal Verification

- CalAIM Housing Deposits & MDT Flexible Funds
 - FFA is a fund of last resort
 - HSH will attempt to re-route requests with support where other funding sources may be available

How to access FFA

- Requests can be made by the referring agency using **FFA Request Form**.
- Referred participants can access funds **once per year**. Exceptions for people if they are requesting different type of assistance and there is demonstration of improved or increased stability (subject to funding availability).
- Funding is countywide but may not be distributed evenly by SPA. To ensure equity, **HSH will allocate FFA resources based on PIT Count Data**.
- HSH will review and approve requests, and Brilliant Corners will administer payments to third parties directly. Leveraging existing processing partnership/infrastructure with BC.
- Goal is to review/approve requests within 3-5 business days for **complete, urgent requests**.

Training Dates

Trainings will be held via Zoom on the following dates:

October 20th 10am – 12pm

October 22nd 2pm – 4pm

October 26th 10am – 12pm

October 28th 2pm – 4pm

November 2nd, 10am – 12pm

November 12th, 2pm-4pm

All trainings cover the same material and will be recorded and posted to HSH's website.



Questions?

Belen Monroy: Bmonroy@hsh.lacounty.gov

Dana Vanderford: Dvanderford@hsh.lacounty.gov

Vanessa Martin: Vmartin@hsh.lacounty.gov

Please visit our website at [Flexible Financial Assistance - LA County Homeless Services & Housing](#) to register for the October trainings.