



LAHSA

LAHSA: The Way Forward

LOS ANGELES HOMELESS SERVICES AUTHORITY

March 2, 2022

Background

LAHSA Commission began this work through its Ad Hoc Committee on Governance, on **January 24, 2020**.

Over the past two years, LAHSA has listened closely to the public discourse about our region's response to homelessness, as we led our own governance review and developed a new strategic plan with nationally renowned experts on rehousing systems.



We are not waiting

LAHSA has been actively driving implementation on recommendations that we can control



There are 3 components of how regions successfully address homelessness.

- **Prevention** requires preserving affordable housing stock and addressing income insecurity, anti-discrimination efforts, and the mainstream social safety net through policy and legislation. Overseen by LAHSA’s government partners.
- **Housing Supply** is the acquisition of shelter, housing for all income levels, and investing in permanent supportive housing. Overseen by LAHSA’s government partners.
- **Rehousing System** is the end-to-end system that focuses on placing people experiencing homelessness into temporary and permanent housing through several programs LAHSA administers through its service providers.

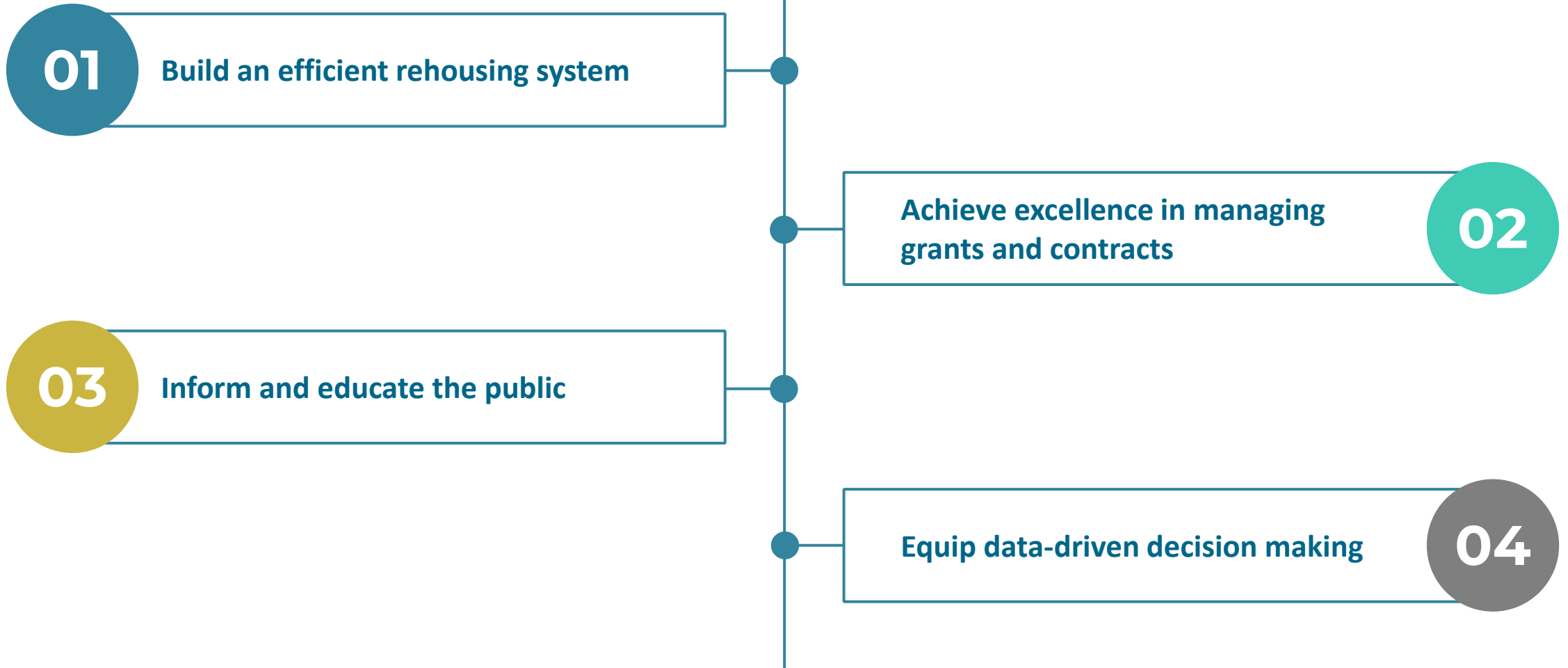




LAHSA Vision

To become the central strategist and system administrator for the homeless rehousing system.

LAHSA is focused on strengthening four core functions



01

Build an efficient rehousing system

Drive regional alignment and collaborative change to increase the speed and volume of exits from homelessness and throughput from outreach to shelter to housing, especially for the unsheltered

What We Have Accomplished

01

Clarify LAHSA's role as the central strategist for the rehousing system

02

Reorganize internally to support executing this role

03

Enhance transparency, accountability, and engagement by streamlining LAHSA's governance and improving the quality of system performance data

04

Establish system goals and system key performance indicators to measure progress towards those goals



02

Achieve excellence in managing grants and contracts

Execute timely, transparent, performance-driven contracts and distribution of funds to maximize impact of funding and reduce administrative burden on provider.

What We Have Accomplished

01

Building Core System Infrastructure

- Implementation of EGMS
- Procurement Optimization
- Financial Management systems for real-time visibility

02

Increasing Transparency & Efficiency

- Real Time spend down reporting
- Simpler Value Stream Analysis
- Engagement and learning from partner agencies

03

Remove Internal Siloes

- Strategic Plan & Internal Reorganization
- Professional Development and Training to both Soft and Hard Skills



03

Inform and educate the public

Lead public education by telling the story of regional system performance and coordinate state and federal advocacy by aligning that messaging among public and private partners.

What We Have Accomplished

01

Community Relations

- Community Relations Team
- Technical Assistance for Federal/State Funding
- Coordinated outreach through collaboration with cities across the region

02

Newsletters

- Rehousing LA (City of LA/City Council)
- Rehousing LAC (County of LA/Board of Supervisors)
- The Road Home (General Public)
- CES Connection (Providers)

03

Digital Media

- Blog: The Road Home
- LAHSA 101 Education Campaign
- Program Updates

04

Earned Media

- State of Homelessness
- Homeless Count Release
- Housing Inventory and Shelter Count
- Influencing media coverage through data releases

04

Equip data-driven decision making

Consistently collect, consolidate, analyze and share regional data that informs program design and tracks our system’s progress toward shared system key performance indicators. Center our approach on collaboration and data-driven decision making to have the greatest impact.

What We Have Accomplished

01

Created centralized public facing **dashboards** that promotes transparency, accountability and value creation by making project level data available to all.

02

Created Homelessness Statistics By City Report. This report is being published quarterly as part of an effort to improve communication and homelessness data sharing with the cities located within LA County.

03

Established HMIS data exchange/transfer capabilities with key partners including Housing Authority of the City of Los Angeles (HACLA), LACDA, LA County CIO, Department of Health Services, California Policy Lab, Veterans Affairs and Department of General Services.

What's Next: Embracing what works

What we know works:

Collective impact models that bring all voices to the table

Elected leaders are brought in and endorse system goals/drive collaboration

Governments and Funders are aligned and embrace collective action

Substantial investment in housing and rehousing activities with limited investment in shelter and only when tied to rehousing interventions to ensure thruput

BRCH Recommendations that support these best practices

Creating an executive level table which electeds including the City of LA Mayor, President of the City Council, Chair of the Board of Supervisors, Vice Chair of the Board of Supervisors, and limited small city representatives convene regularly

Elected leaders are brought in and endorse system goals/drive collaboration

Setting up the CEO Homeless Initiative to have more delegated authority from the Board of Supervisors to have more authority over County departments providing mainstream services

Setting up the CEO Homeless Initiative to convene Regional Committees would be very helpful in providing critical support to small cities. This would be need to be staffed adequately to provide good customer services and engagement.

What's Next: Embracing what works

What we know works:

Empowering the region's lead Agency in to align, coordinate and drive implementation

The vast amount of work is accomplished in work groups that include membership from cities & COGs, County, public systems, criminal justice, PHA, behavioral health. Lead Agency (Coalition) drives the operation of these workgroups.

Reducing administrative burdens on non-profit partners who are doing the front-line work.

BRCH Recommendations that support these best practices

County "Strike Team" to improve LAHSA operations. The County Auditor Controller previously provided a strike team to LAHSA, and it was very helpful.

Adopting policies to enhance data sharing, particularly between LAHSA's HMIS data, DHS's CHAMPs data, DMH's Orchid data, and VA HOMEs data, is extremely important for improving both planning and coordination of care.

LAHSA also strongly supports all recommendations focused on establishing agreed upon metrics of success, but recognizes for these to be most effective they should be agreed upon by the County, the City of LA and smaller cities



Maintaining focus on Best Practices



01

Homelessness is a regional issue that requires regional solutions

02

Communities should focus on building a balanced system: LA needs a ratio of 1 Shelter Bed for every 5 Housing Options (1:5)

03

Addressing unsheltered homelessness through provision of services and housing options for people, driven by coordinated outreach efforts

04

Addressing homelessness requires deep collaboration across all levels of government with focus on data and outcomes