

April 4, 2025

Dear Chair Greuel and LAHSA Commissioners:

I joined LAHSA two years ago to help lead change after decades of challenges within the system and agency. I knew change wouldn't be easy, but I eagerly took this opportunity to tackle the humanitarian crisis on our streets. This work is my life's mission.

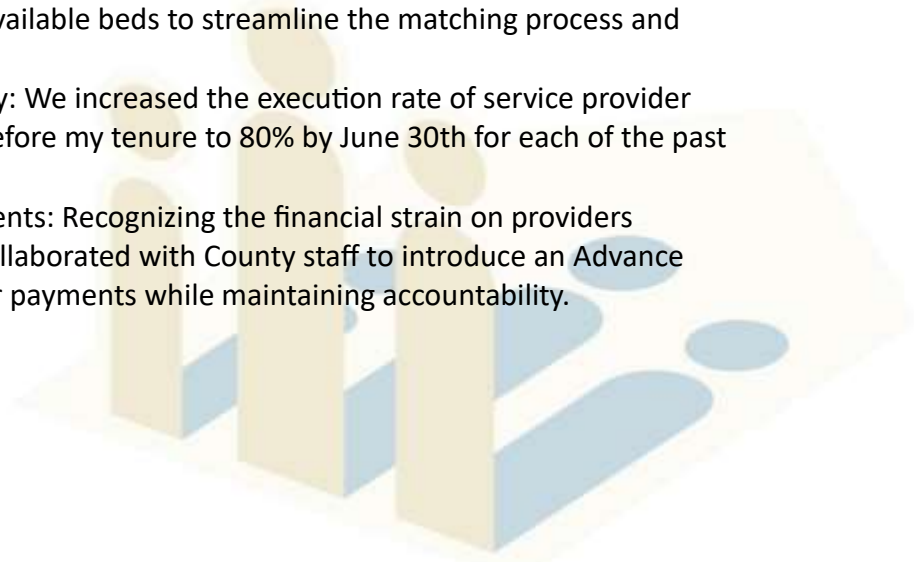
With your support and a renewed sense of urgency, LAHSA made significant progress in addressing internal challenges highlighted in audits. Thanks to our collaboration with the City, County, and Los Angeles' network of homeless service providers, we reduced homelessness for two consecutive years.

Yet, my leadership team and I recognize that more improvements are needed, and we remain focused on strengthening our internal and system processes. Under my leadership, we have not shied away from the hard work of reshaping our system because we know lives depend on it. In a short time, we transformed LAHSA into a forward-facing organization, tackled audit findings head-on, and enhanced our rehousing system.

Many long-standing issues with LAHSA and the rehousing effort stem from years of needed reform, and meaningful change takes time. As LAHSA's CEO, I am incredibly proud of the team I've built and our collective efforts to make the agency more effective. Our work was guided by challenges we identified from the start—none of which were new revelations in audits that primarily reviewed the period before my tenure.

Here are a few key accomplishments I'd like to highlight:

- **Enhancing Transparency:** We implemented 20 new data dashboards to provide unprecedented insight into system performance and provider outcomes. A major milestone—our Housing Bed Inventory dashboard—will fully launch in July 2025, allowing real-time tracking of available beds to streamline the matching process and maximize resources.
- **Improving Contracting Efficiency:** We increased the execution rate of service provider contracts from less than 10% before my tenure to 80% by June 30th for each of the past two years.
- **Ensuring Timely Provider Payments:** Recognizing the financial strain on providers awaiting reimbursement, we collaborated with County staff to introduce an Advance Payment model, ensuring faster payments while maintaining accountability.



- **Strengthening Oversight & Accountability:** We expanded our Active System Management initiatives to provide data-driven guidance and technical assistance, ensuring providers meet key performance indicators and systemwide goals.
- **Launching the LAHSA Strike Team:** This team proactively addresses bottlenecks in the rehousing system, accelerating pathways to permanent housing.
- **Pioneering Master Leasing:** By leasing entire apartment buildings, we have cut through red tape and dramatically reduced the time it takes to house people—from an average of four months to just weeks. Since launching this initiative last year, we've secured 14 buildings and executed 772 units.

These achievements reflect the meaningful progress my team and I have made.

This work is deeply personal to me. I didn't step into this role to maintain the status quo. I came to drive change, save lives, and combat homelessness. I know firsthand the uncertainty of housing instability because I, too, have experienced homelessness.

During my first year as Executive Director of St. Joseph Center, my then-husband's severe alcoholism forced me and my two young daughters into a motel. While I had a support system, many do not. That experience fuels my commitment to improving this system, advocating for mothers protecting their children, and fighting for the thousands still struggling on our streets.

With the Los Angeles County Board of Supervisors implementing the 2020 Blue Ribbon recommendations, shifting key responsibilities from LAHSA to LA County, now is the right time for me to resign as CEO. Ensuring a seamless handover is a top priority, and I am committed to a 120-day transition period, or longer if needed.

I am incredibly proud of LAHSA's talented and dedicated staff and deeply grateful for their tireless work. Thank you for the opportunity to serve as CEO and for our partnership in reducing homelessness in our region.

In Service,



Va Lecia Adams Kellum, Ph.D.
Chief Executive Officer