



# Transforming Homeless Housing Program Administration

Centralized Time-Limited Subsidy Programs



BRIGHTER  
FUTURES,  
**STRONGER**  
COMMUNITIES



**Our Partner:** Los Angeles Homeless Services Authority (LAHSA) is a joint powers authority of the city and county of Los Angeles, created in 1993 to address homelessness in Los Angeles County. LAHSA is the lead agency for the HUD-funded Los Angeles Continuum of Care, and pools and manages approximately \$700 million annually in federal, state, county, and city funds for programs providing shelter, housing, and services to people experiencing homelessness.

## HOW IT BEGAN: A CRITICAL SYSTEM UNDER PRESSURE

**The Challenge:** In 2025, the homeless population in LA City and County was reported to be over 75,000. LA has invested significant resources into rehousing, which has led to recent decreases in homelessness, but the vast amounts of funds involved have invited scrutiny related to financial oversight, program execution and overall transparency. The increased investments also increased administrative burden on service providers and elevated the need for proactive fund management to maximize the impact of the investments.

LASHA's management engaged in multiple process improvement efforts and procured a centralized fiscal agent to assist with more efficient, nimble management of the Time Limited Subsidy (TLS) program. This program supports over 5,000 households with about 2,500 households targeted for participation in the centralized launch through designated service provider organizations.

**Compressed Timeline:** Kick-off to deployment was required in under 90 days. LAHSA released a Fiscal Agent Request for Qualifications (RFQ) in early February, completed their evaluation, selected HOM, Inc., (HOM) as the vendor, awarded by the end of February, and completed the contract by the end of March. They designated a field delivery no later than July 1st, the start of the LAHSA fiscal year.

“HOM was an amazing partner throughout all the challenges we experienced in such an aggressive deployment timeline. Every obstacle was treated like an opportunity to help us improve our delivery.”

*-Sarah Sluder* | Project Lead, LAHSA

**Complex Project Implementation:** Kick-off of the project occurred in the first week of April. Both organizations dedicated project teams to facilitate assignments and their completion to meet the aggressive delivery timeframe. Weekly project status meetings were used to manage the project timeline and advance tasks and decisions.



**Use of New Technology:** Key to the delivery was the use of [Padmission's Journey](#) software. This proven solution was specifically built to support homeless housing program administration and has been deployed in many communities. Specific LAHSA custom capabilities were created to support integration into their Homeless Management Information System (HMIS) system and unique workflows and processes.

**Partner Integration:** LAHSA uses service provider organizations to work directly with participants to secure and stabilize in housing. In addition to their case management work, these providers historically have been responsible for the landlord relationships and rental assistance payments. The new centralized model required a highly coordinated transition to meet the deployment timeframe. Rental assistance was not administered identically across providers, so tenancy and payment data had to be translated into a consistent format, and providers had to adopt new, more standardized workflows.

“This project was critical for our organization and the TLS program. We are grateful for the professionalism, expertise and commitment demonstrated by HOM throughout the launch of this program. They have exceeded our team and partner’s expectations since the launch.”

*-Brooke Spellman* | Spellman Strategies, LAHSA Program Advisor

## SOLUTION: 90 DAY SPRINT TO SUCCESS

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The week prior to the July 1st launch was the culmination of coordinated work activities from all stakeholders. The critical technology integration with HMIS was fully tested; the client data from the service providers for households, properties, units, leases, and rental assistance payments was reviewed and migrated to Journey; landlords confirmed their desired payment method; the appropriate accounting codes and expense categories were assigned for fiscal tracking; and the LAHSA/HOM support team workflows were trained and validated. A final project review was completed, and the team awaited the start of the LAHSA fiscal year and program funding flow.

Upon funding release to HOM, all payments were immediately completed via ACH and printed checks. The system provided immediate notification and itemized details to the service providers and landlords of the payments. HOM provided phone and email support via their newly staffed LA office for all service provider, landlord and LAHSA administrative support questions.

Given the large client population and dynamic nature of the TLS program, the team immediately began the rollout of processes and workflows to support new move-ins, unit changes, and expansion to additional projects and provider partners.



## THE RESULT: MEASURED ACCOUNTABILITY

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The goal of the centralized TLS deployment was to demonstrate improved program delivery and quality to the funding agencies. The joint project team was able to source feedback from internal and external stakeholders for a post launch assessment of the project's impact.



**Under Budget Delivery** – HOM delivered the project under the projected launch budget, freeing funds for direct client services. The specialization of services has allowed both HOM and the service providers to provide higher quality and more responsive services for the same administrative cost.



**Agency Accountability** – The LAHSA finance team gained real-time access to all financial information regarding centralized TLS program payments. The “at-a-glance” data provides key insights into the use of funds for each program supported. The reconciliation process quickly addresses any payment changes with near-term audit readiness for each participating program.



**Improved Program Adherence** – HOM's use of the Journey software allows for automated program specific compliance activities and workflows to ensure each is meeting all regulations and desired best practice measures. Early service provider feedback indicated improvements in step-down management of the client subsidies and reduced overpayments for unhoused clients.



**Increased Service Provider Satisfaction** – The change immediately improved provider cash flow and reduced their financial risk. The use of a consolidated payment management/review within Journey allows the service providers to centralize management and quickly change subsidy payments saving time and potential errors. Service providers indicate they can prioritize their client case management work over the management of rent payments.



We're best when we focus on our client needs. HOM's solution allows us more time to provide better service to our clients and to our landlord partners.



*-Sarah Hoppmeyer* | Union Station Homeless Services, TLS Service Provider



**Landlord Satisfaction** – Immediate landlord feedback highlighted improved cash flow based upon the faster delivery of payments. ACH participation usage increased from under 20% pre-launch to over 60% within the first 3 months, improving delivery and reducing administrative costs. Many landlords indicated a willingness to increase their property participation based upon the change.



**Better Decisions** – The access to participant, tenancy, provider and landlord data through dashboards and reports at a fingertip is providing insights about rent and subsidy amounts, participant contributions, as well as property information, previously unavailable. These data about the rental market and participant financial stability, when paired with HMIS data about participants, provide key insights that help stakeholders understand the performance of the TLS program and inform critical decisions about program delivery.



**Improved Data Quality** – The two-way connection between HOM's Journey software and HMIS improved validation of enrollments through the integration of the fiscal data.



The difference with HOM, Inc has been night and day from how TLS (rapid rehousing) subsidy operations were previously. The process is smoother, communication is stronger, and payments are timely and transparent. I truly believe HOM, Inc. will be the game-changer for third-party centralized subsidies in Los Angeles. This is a monumental improvement that deserves recognition.



*-Thomas Harrison* | Associate Director of Leasing, **SOLA Impact**

This partnership demonstrates how combining homeless program administration expertise and strategic technology automation can transform complex social programs. HOM and LAHSA created a model that has:

- Improved public confidence through transparency and accountability
- Advanced client outcomes by enabling case workers to focus on support services
- Increased housing stability through reliable, efficient rental assistance payments
- Provided scalability to effectively serve LA's growing needs

Learn more about how HOM can help your organization manage your homeless housing assistance programs.



