

**How the Leadership Table can
sustainably add value:
*Some reflections***

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Points of departure.....

1. ***The top-line goals as a shared ‘north star’ for the homelessness system***
2. ***Rapidly evolving roles of major players in homelessness system***
 - The new County HSH
 - Changing alignments among LA City and LAHSA
 - Increasing salience of LACAHS
3. ***Increasing fiscal stringency***

Given #1-#3:

In addition to being a source of **specific, innovative ideas** that otherwise might fall between the cracks (as in the Coordination Agenda actions)

What are the ways in which LTRHA sustainably adds value?

Collaborative Governance:

Some lessons from research

1. To tackle 'wicked' problems, the presence of **an administrative agency with relatively strong authority** (e.g., HSH) can be a valuable asset that **complements** efforts at collaborative governance.
2. A formalized but non-rigid **platform** that assembles key stakeholders committed to address the 'wicked problem' can:
 - Champion the design of specific collaborative arrangements
 - Facilitate shared learning about the problem, its context, and frontier challenges
 - Be a key component of an effective feedback loop
 - Shape a collaborative process **that rises above regional politics**
3. To realize its potential, the platform must acknowledge its limits
 - Encourage the expression of **divergent/conflicting opinions** vis-à-vis issues that have no unambiguous solution
 - Respect that, even as collaboration across government and nongovernment agencies can add important value, **each of the participating agencies also has to be responsive to its own missions, tasks, and constituencies**

Collaborative Governance: Lessons from research (ctd)

4. A key to effective collaboration is to help participating agencies avoid the blame game and embrace the process as a learning opportunity
 - Develop shared goals
 - Share information
 - Identify common problems and potential solutions together
 - Build trust
5. Must uphold soft accountability to sustain meaningful collaborations
 - Transparency
 - Evidence-based

Some key references

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Distinctive ways in which the Leadership Table can add value

(in addition to specific innovative initiatives)

The LT's distinctive positioning

Cuts across conventional political & administrative boundaries

- a. No direct implementation authority
- b. A collective birds-eye vantage point

(a) and (b) potentially position the LT to address issues that otherwise can become bogged down in regional politics and parochial organizational interests

The LT's distinctive entry points

- I. *Foster collaboration*
- II. *Strengthen shared systemic understanding*
- III. *Improve 'soft accountability'*
- IV. *External communication*

I-IV potentially provide a platform for ***building trust and mutual understanding among stakeholders***, thereby strengthening and aligning collective commitment

I: Improved collaboration - better service connectedness across organizational and jurisdictional boundaries:

- ***Specific initiatives*** to enhance collaboration

(examples in Coordination Agenda):

- Encampment resolution resource mobilization strategy (goal 1)
- DMH provider network assessment and expansion (goal 2)
- Rental subsidy administering agencies alignment (goal 3)

- ***Platform for information-sharing*** - how leading public and non-profit organizations frame their:

- missions;
- operational priorities,
- approaches to engaging with other parts of homelessness system

Information-sharing helps build trust

II: *Shared systemic understanding of frontier challenges*

*Why shared **systemic** understanding matters:*

- Clarity among stakeholders as to how their efforts fit together fosters **solidarity rather than blame-game** in face of obstacles

Example: The process of preparing the LT action items pointed to frontier challenges at multiple points along homelessness cycle:

- How can lack of production of **deeply affordable housing** be addressed?
- What constitutes “**prevention services**”?
- How to improve co-operation in providing **rapid rehousing** rental subsidies?
- How to better provide **interim support** for short-term homeless?
- **Where are gaps in the support system?**
- **Especially in a time of increasing fiscal stringency, how to prioritize across services so that the whole is greater than sum of its parts?**

The role of the Leadership Table:

- Identify gaps and misalignments
- Advise & catalyze work on both prioritization and how gaps can be addressed

III: System-wide budget and operational transparency

‘soft’ accountability - centered around shared purpose, rather than adversarial

Why budget transparency matters – mutual confidence that resources are allocated according to shared priorities, and are being used well.

a. An overall-birds-eye view

- A **consolidated financial envelope**

b. Efficiency - operational transparency

- Service providers benchmarked against agreed-upon benchmarks

c. Effectiveness

- Prioritization, as constrained by the financial envelope

⇒ **LT as platform for ongoing stocktaking of progress**
(a) – (c) currently are unaddressed in ‘draft actions’

IV: External Communication

Enhancing civic perceptions as to the legitimacy and effectiveness of LA's system for addressing homelessness

Given the daunting challenges ahead, **is legitimacy more likely to come high-profile, but fragile gains - or from being transparent and realistic?** vis-à-vis....

- The magnitude of the ongoing challenge, and its structural drivers
- The massive scale of what already is being done
- Efforts underway to enhance efficiency and effectiveness of resource use
- Helping set realistic expectations as to what can be expected

The role of the Leadership Table:

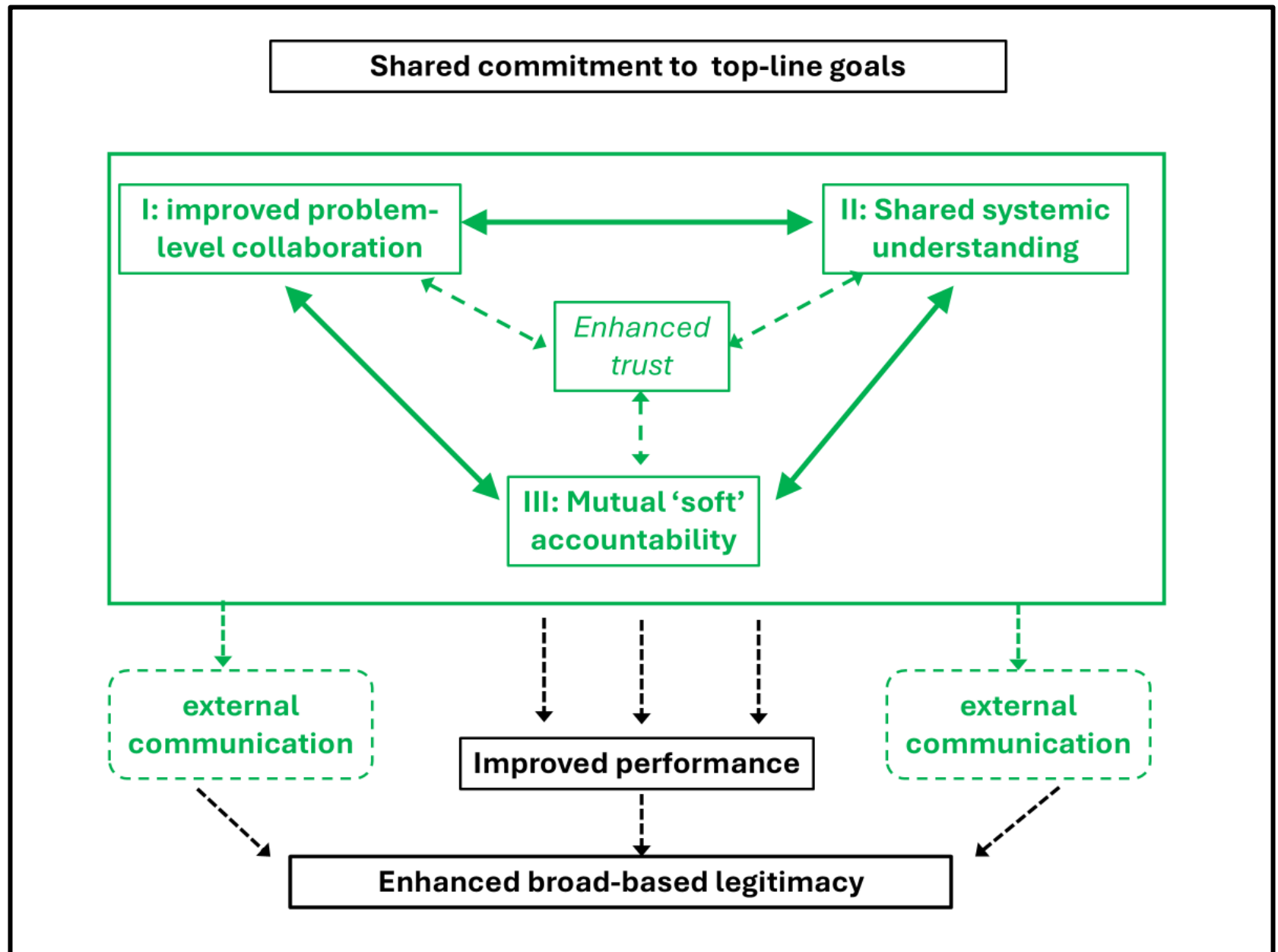
- The LT's multistakeholder process in itself helps transform communication about how homelessness is being addressed

For reflection:

What additional role can LT play in complementing existing political and administrative communications efforts?

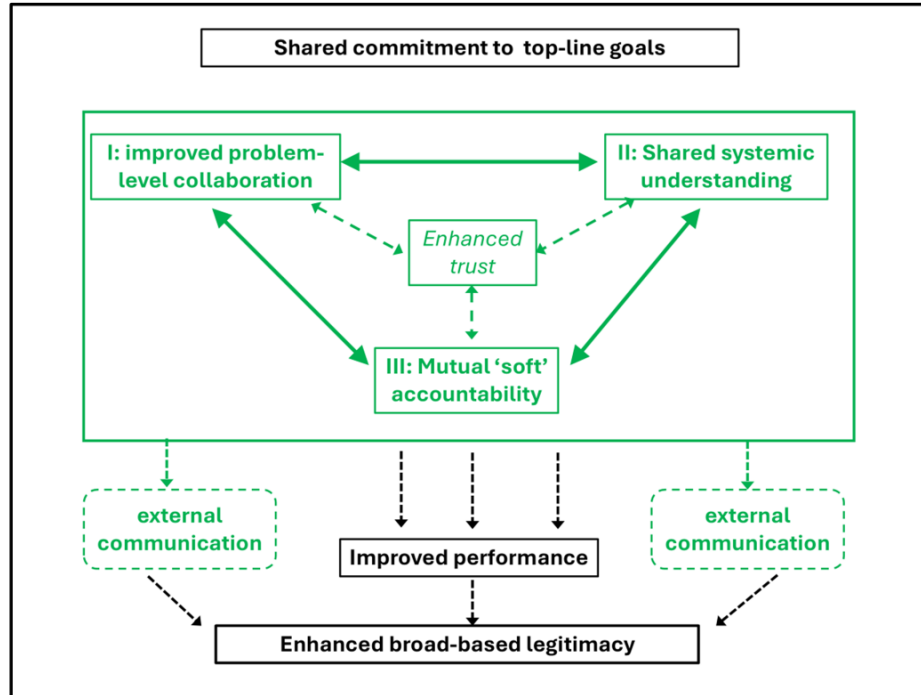
Overview: how the **Leadership Table** can add value:

A systemic perspective



In sum.....

Overview: how the **Leadership Table** can add value:
A systemic perspective



**Along with
championing
specific
individual
initiatives....**

Can the LT also help fuel a virtuous spiral?

***...making the whole of our joint efforts greater, rather than less
than the sum of their parts?***