

City Performance Management

ACCURATELY UNDERSTANDING THE IMPACT OF THE CITY'S INVESTMENT
INTO THE REGION'S HOMELESSNESS RESPONSE

MARCH 6, 2025



CITY OF LOS ANGELES HOMELESS STRATEGY COMMITTEE

PERFORMANCE MANAGEMENT PROCESS AND APPROACH

STRONG CITY PERFORMANCE MANAGEMENT

Subject to Council approval, the Homeless Strategy Committee is currently working to develop City performance targets and to compile baseline data for the three areas in which the City makes the largest investments in our regional homelessness response: citywide street outreach, building and funding permanent housing, and building and operating interim housing or shelter sites.

GOALS:

- Accurately **understand the impact of the City's investment** into our regional approach
- **Improve outcomes** by identifying opportunities to problem solve and strengthen policies, programs, and practices with City departments and in coordination with all regional partners
- **Align resources to impact**
- **Inform regional approach**, including Measure A allocation and evaluation

CITY PERFORMANCE INDICATOR CATEGORIES:

Help people move as quickly as possible off the streets and into safety

Help people move as quickly as possible from interim housing to a permanent solution

Leverage City investments in permanent housing to end homelessness

CITY PERFORMANCE MANAGEMENT TIMELINE - 2025

January	February	March	April	May
Establish performance indicators, performance targets, and baseline data for permanent supportive housing utilization	Establish performance indicators, performance targets, and baseline data for interim housing	Establish performance indicators, performance targets, and baseline data for citywide outreach	Establish performance indicators, performance targets, and baseline data for time-limited subsidies	<i>Review data to assess progress against the baseline</i> <i>Ongoing work with implementation partners to improve performance</i> <i>Make policy and programmatic recommendations to City Council</i>

**PERFORMANCE TARGETS AND BASELINE DATA:
INTERIM HOUSING**

BASELINE: CURRENT INTERIM HOUSING POPULATION

As of February 26, 2025, there are **15,720 active participants** at interim housing sites located within LA city limits

Average length of stay	Eligibility for permanent supportive housing	Document readiness (ID + SSN)	Housing Navigation referral status	Universal Housing Navigation application status
<p>232 days</p> <p>14% have been enrolled in interim housing for more than one year</p> <p>32% have been enrolled in interim housing for 60 days - one year</p> <p>55% have been enrolled in interim housing for fewer than 60 days</p>	<p><i>Among all participants:</i> 84% of participants have not yet been assessed for PSH eligibility</p> <p>Of those who have been assessed, 97% are eligible for PSH</p> <p>83% of those eligible for PSH have been matched to PSH</p> <p><i>Among those who have stayed longer than one year:</i> 75% have not been assessed</p> <p>97% of those assessed are eligible for PSH</p> <p>86% of those eligible for PSH have been matched to PSH</p>	<p><i>Among all participants:</i> 53% are not document ready, while 47% are document ready</p> <p><i>Among those who have stayed longer than one year:</i> 54% are not document ready; 46% are document ready</p>	<p><i>Among all participants:</i> 69% of participants have not been referred to housing navigation</p> <p><i>Among those who have stayed longer than one year:</i> 62% have not been referred to housing navigation</p>	<p><i>Among all participants:</i> 84% have not begun a universal housing application</p> <p><i>Among those who have stayed longer than one year:</i> 72% have not begun a universal housing application</p>

PERFORMANCE TARGETS: INTERIM HOUSING

Measure A regional goal	City performance category	City performance goals	City performance targets (aligned with current LAHSA performance targets)
<p>Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p>	<p>Help people move as quickly as possible from interim housing into a permanent solution</p>	<p>All City-funded interim housing is fully leveraged to help people come inside and into safety</p>	<p>Interim housing maintains 95% occupancy</p>
		<p>People participating in interim housing receive quality assistance to help them prepare for and move into a permanent solution</p>	<ul style="list-style-type: none"> 95% of enrolled participants have a completed permanent supportive housing assessment within 120 days of enrollment 75% of enrolled participants have their Social Security card within 45 days of enrollment 85% of enrolled participants have their ID within 45 days of enrollment 100% of enrolled participants have a completed UHA 85% of enrolled participants have a Housing Navigation Referral Assessment completed with 7 days of obtaining their ID 95% of participants invited to apply to PSH opportunities while enrolled in interim housing complete the PSH housing application within 7 days of match notification or decline within 2 days of match notification

PERFORMANCE TARGETS: INTERIM HOUSING

Measure A regional goal	City performance category	City performance goals	City performance targets (aligned with current LAHSA performance targets)
<p>Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness</p>	<p>Help people move as quickly as possible from interim housing into a permanent solution</p>	<p>People participating in interim housing have success moving into permanent housing solutions</p>	<p>25% of participants exit to permanent housing destinations</p> <p>No more than 30% of people are released to unknown, unsheltered, or locations “not acceptable for human habitation”</p> <p>Decline in participants released to unknown locations over time</p>
		<p><i>County, LAHSA, and provider partnership are needed to develop regional goals and regional data sharing practices</i></p>	<p><i>Quality and frequency of case management services for people participating in interim housing</i></p> <p><i>Quality and frequency of health and behavioral health services for people participating in interim housing</i></p> <p><i>Access to high acuity beds and services with participants with significant needs</i></p>

BASELINE: INTERIM HOUSING CAPACITY

Goal: Help people move as quickly as possible from interim housing into a permanent solution

Baseline study period: LAHSA has been collecting and reporting data on interim housing performance through Tableau since September 2024. This presentation includes data from September 2024 - February 21, 2025. Moving forward, HSC will analyze and report changes in performance data on a monthly basis.

Interim housing capacity during the baseline period:

Total City investment in FY 24-25	Total City-funded capacity
<p>\$140,571,103*</p> <p><i>HHAP: \$50.3M County Roadmap: \$68M GCP: \$21M</i></p>	<p>7,850 beds/rooms at 134 sites*</p> <p><i>A Bridge Home: 24 sites, 1,842 beds Interim Housing: 31 sites; 2,145 beds Project Homekey: 10 sites; 731 beds Inside Safe Motels: 43 sites; 1,182 beds/rooms Safe Parking: 12 sites, 294 beds/rooms Safe Sleep: 1 site; 88 beds/rooms Tiny Home Villages: 13 sites; 1,568 beds/rooms</i></p>

BASELINE PERFORMANCE: INTERIM HOUSING UTILIZATION

Performance target: All City-funded interim housing is **fully leveraged (95% utilization)** to help people come inside and into safety

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	Utilization rate	On track or off track?
All City-funded sites	80%	Off track
A Bridge Home (24 sites)	79%	Off track
City Roadmap (14 sites)	91%	Off track
Project Homekey (10 sites)	74%	Off track
Inside Safe Motels (43 sites)	70%	Off track
Safe Parking (12 sites)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Safe Sleep (1 site)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Tiny Home Villages (13 sites)	89%	Off track
Non-City funded sites within LA City	77%	Off track

BASELINE PERFORMANCE: INTERIM HOUSING UTILIZATION

Performance target: People participating in interim housing receive **quality assistance** to help them prepare for and move into a permanent solution: **95%** of enrolled participants have a completed permanent supportive housing assessment within 120 days of enrollment

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	PSH assessment within 120 days	On track or off track?
All City-funded sites	79%	Off track
A Bridge Home (24 sites)	77%	Off track
City Roadmap (14 sites)	88%	Off track
Project Homekey (10 sites)	67%	Off track
Inside Safe Motels (43 sites)	86%	Off track
Safe Parking (12 sites)	71%	Off track
Safe Sleep (1 site)	0%	Off track
Tiny Home Villages (13 sites)	82%	Off track
Non-City funded sites within LA City	83%	Off track

Data source: LAHSA Tableau

BASELINE PERFORMANCE: INTERIM HOUSING QUALITY OF ASSISTANCE

Performance target: People participating in interim housing receive **quality assistance** to help them prepare for and move into a permanent solution: **75%** of enrolled participants have their Social Security card within 45 days of enrollment

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	Social Security card within 45 days	On track or off track?
All City-funded sites	66%	Off track
A Bridge Home (24 sites)	71%	Off track
City Roadmap (14 sites)	73%	Off track
Project Homekey (10 sites)	61%	Off track
Inside Safe Motels (43 sites)	46%	Off track
Safe Parking (12 sites)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Safe Sleep (1 site)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Tiny Home Villages (13 sites)	73%	Off track
Non-City funded sites within LA City	74%	Off track

Data source: LAHSA Tableau

BASELINE PERFORMANCE: INTERIM HOUSING QUALITY OF ASSISTANCE

Performance target: People participating in interim housing receive **quality assistance** to help them prepare for and move into a permanent solution: **85%** of enrolled participants have their ID within 45 days of enrollment

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	ID within 45 days	On track or off track?
All City-funded sites	79%	Off track
A Bridge Home (24 sites)	81%	Off track
City Roadmap (14 sites)	83%	Off track
Project Homekey (10 sites)	81%	Off track
Inside Safe Motels (43 sites)	62%	Off track
Safe Parking (12 sites)	77%	Off track
Safe Sleep (1 site)	78%	Off track
Tiny Home Villages (13 sites)	86%	On track
Non-City funded sites within LA City	78%	Off track

Data source: LAHSA Tableau

BASELINE PERFORMANCE: INTERIM HOUSING QUALITY OF ASSISTANCE

Performance target: People participating in interim housing receive **quality assistance** to help them prepare for and move into a permanent solution: **100%** of enrolled participants have a completed UHA

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	UHA completion	On track or off track?
All City-funded sites	33%	Off track
A Bridge Home (24 sites)	34%	Off track
City Roadmap (14 sites)	37%	Off track
Project Homekey (10 sites)	34%	Off track
Inside Safe Motels (43 sites)	33%	Off track
Safe Parking (12 sites)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Safe Sleep (1 site)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Tiny Home Villages (13 sites)	22%	Off track
Non-City funded sites within LA City	15%	Off track

BASELINE PERFORMANCE: INTERIM HOUSING QUALITY OF ASSISTANCE

Performance target: People participating in interim housing receive **quality assistance** to help them prepare for and move into a permanent solution: **85%** of enrolled participants have a Housing Navigation Referral Assessment completed with 7 days of obtaining their ID

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	Housing Navigation Referral	On track or off track?
All City-funded sites	5%	Off track
A Bridge Home (24 sites)	6%	Off track
City Roadmap (14 sites)	4%	Off track
Project Homekey (10 sites)	5%	Off track
Inside Safe Motels (43 sites)	1%	Off track
Safe Parking (12 sites)	10%	Off track
Safe Sleep (1 site)	33%	Off track
Tiny Home Villages (13 sites)	10%	Off track
Non-City funded sites within LA City	6%	Off track

Note: Safe Sleep/Parking has a performance target of 5% of participants exiting to temporary or permanent housing destinations

Data source: LAHSA Tableau

BASELINE PERFORMANCE: INTERIM HOUSING QUALITY OF OUTCOMES

Performance target: People participating in interim housing have **success moving into permanent housing solutions: 25%** of participants exit to permanent housing destinations*

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	Exits to permanent housing	On track or off track?
All City-funded sites	31%	On track
A Bridge Home (24 sites)	36%	On track
City Roadmap (14 sites)	16%	Off track
Project Homekey (10 sites)	41%	On track
Inside Safe Motels (43 sites)	28%	On track
Safe Parking (12 sites)*	34%	On track
Safe Sleep (1 site)*	57%	On track
Tiny Home Villages (13 sites)	32%	On track
Non-City funded sites within LA City	33%	On track

Note: Safe Sleep/Parking has a performance target of 5% of participants exiting to temporary or permanent housing destinations

Data source: LAHSA Tableau

BASELINE PERFORMANCE: INTERIM HOUSING QUALITY OF OUTCOMES

Performance target: People participating in interim housing have **success moving into permanent housing solutions: No more than 30%** of people are released to unknown, unsheltered, or locations “not acceptable for human habitation”

Baseline: LAHSA data reflecting performance between September 2024 and February 21, 2025.

Interim housing program	Exits to unknown or unsheltered	On track or off track?
All City-funded sites	30%	On track
A Bridge Home (24 sites)	24%	On track
City Roadmap (14 sites)	31%	Off track
Project Homekey (10 sites)	12%	On track
Inside Safe Motels (43 sites)	57%	Off track
Safe Parking (12 sites)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Safe Sleep (1 site)	<i>Data not reported by LAHSA</i>	<i>Data not reported by LAHSA</i>
Tiny Home Villages (13 sites)	26%	On track
Non-City funded sites within LA City	31%	Off track

Data source: LAHSA Tableau

BASELINE PERFORMANCE ANALYSIS

HOUSING OUTCOMES IMPROVE THE LONGER PARTICIPANTS STAY IN INTERIM HOUSING

Between April 1, 2024 and September 30, 2024, 15,685 participants exited interim housing sites located within city limits.

Length of stay	Percentage of all exits	Housing outcomes
0 - 60 days	33%	Over 50% leave for an unknown location (33%) or a location not meant for human habitation (21%) 33% are going to a different temporary housing location Only 11% are moving to a permanent housing solution
61 days - 1 year	48%	36% move to a permanent housing solution 30% move to a different temporary housing location 33% leave for an unknown location or a location not meant for human habitation
Over 1 year	13%	52% move to a permanent housing solution 27% move to a different temporary housing location 20% leave for an unknown location or a location not meant for human habitation

THERE IS A SIGNIFICANT NEED TO ADDRESS THE ISSUE OF STAYS IN INTERIM HOUSING FOR 60 DAYS OR LESS

Between April 1, 2024 and September 30, 2024, across all interim housing sites within LA City limits:

- A person who exited interim housing within 60 days was two times more likely to exit to a place not meant for human habitation than someone who exited after staying two-six months
- **A person who exited interim housing within 60 days was nearly four times more likely to exit to a place not meant for human habitation than someone who exited after staying 6 months to one year**
- A person who exited interim housing within 60 days nearly seven times more likely to exit to a place not meant for habitation than someone who exited after staying for one year or more

THERE IS A SIGNIFICANT NEED TO ADDRESS THE ISSUE OF STAYS IN INTERIM HOUSING FOR 60 DAYS OR LESS

Between April 1, 2024 and September 30, 2024, all City-funded interim housing programs reported that over 30% of exits for participants who stayed 60 days or less were to an unknown destination or a place not meant for human habitation

Interim housing program	Total exits for people who stayed 60 days or less	Places not meant for human habitation	Unknown destination
A Bridge Home (24 sites)	581	38%	31%
City Roadmap (14 sites)	798	7%	24%
Project Homekey (10 sites)	182	18%	37%
Inside Safe Motels (43 sites)	98	3%	41%
Tiny Home Villages (13 sites)	390	46%	29%

THERE IS A NEED TO IMPROVE PERMANENT HOUSING READINESS AMONG PARTICIPANTS WHO HAVE BEEN IN INTERIM HOUSING FOR OVER A YEAR

As of February 26, 2025, 2,200 **active participants** at interim housing sites located within LA city limits have been in interim housing for longer than a year

Average length of stay	Eligibility for permanent supportive housing	Document readiness (ID + SSN)	Housing Navigation referral status	Universal Housing Navigation application status
522 days	75% have not been assessed 97% of those assessed are eligible for PSH 86% of those eligible for PSH have been matched to PSH	54% are not document ready; 46% are document ready	62% have not been referred to housing navigation	72% have not begun a universal housing application

We recommend that HSC work with LAHSA and providers to determine what policy and practice changes could support improving readiness for transition to permanent housing solutions for interim housing participants who have been in interim housing for longer than one year.

MORE WORK IS NEEDED TO ENSURE EVERY AVAILABLE BED IS LEVERAGED TO HELP PEOPLE COME INSIDE AND INTO SAFETY

According to the currently available data within LAHSA's Tableau, 23 interim housing sites within LA City limits (including 10 City-funded sites) show utilization below 50%.

Based on conversations with LAHSA, it will be necessary in the coming months to refine our region's utilization measurement approach to:

- Improve data quality, including through completing the data migration process currently underway and supporting providers to report accurate and current data
- Segment bed that are being held offline and study the reasons why beds are being held offline
- More clearly identify, in Tableau, newly-opened sites and allow for a ramp-up period to achieve 95% utilization
- Report on the utilization of available beds

We also recommend that HSC work with LAHSA, providers, and the County to determine any policy or practice changes needed to increase utilization.

STEPS TO IMPROVE PERFORMANCE

PLAN TO IMPROVE PERFORMANCE

- **HSC expects to see improvements against the baseline every six months**
 - HSC will review data in LAHSA's Tableau monthly and report on trends at each month's HSC meeting
- **After data migration, work with LAHSA and providers to determine policies and practices needed to hold providers accountable for 95% utilization**
- **HSC will work urgently with LAHSA and providers to determine what policy and practice changes are needed at the City-funded sites with the highest concentration of people who enter and leave interim housing within 60 days**

PLAN TO IMPROVE PERFORMANCE

- **HSC will work with LAHSA, providers, and the County to establish meaningful short-term performance goals for UHA completion, time to housing navigation referral, and time to respond to PSH match**
 - HSC will also work with these partners to identify any policy or practice changes that could improve performance
- **HSC will work with the County, LAHSA, and providers to establish regional goals and regional data sharing practices to measure:**
 - Quality and frequency of case management services for people participating in interim housing
 - Quality and frequency of health and behavioral health services for people participating in interim housing
 - Enrollment in high acuity beds and receipt of intensive services for participants with significant needs, to understand whether people with the highest needs are getting served