

City Performance Management

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

APRIL 3, 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 time-limited subsidies	Establish performance indicators, performance targets, and baseline data for citywide outreach	<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:
TIME-LIMITED SUBSIDIES**

BASELINE: TIME-LIMITED SUBSIDY CAPACITY

Goal: Leverage City investments in permanent housing to end homelessness

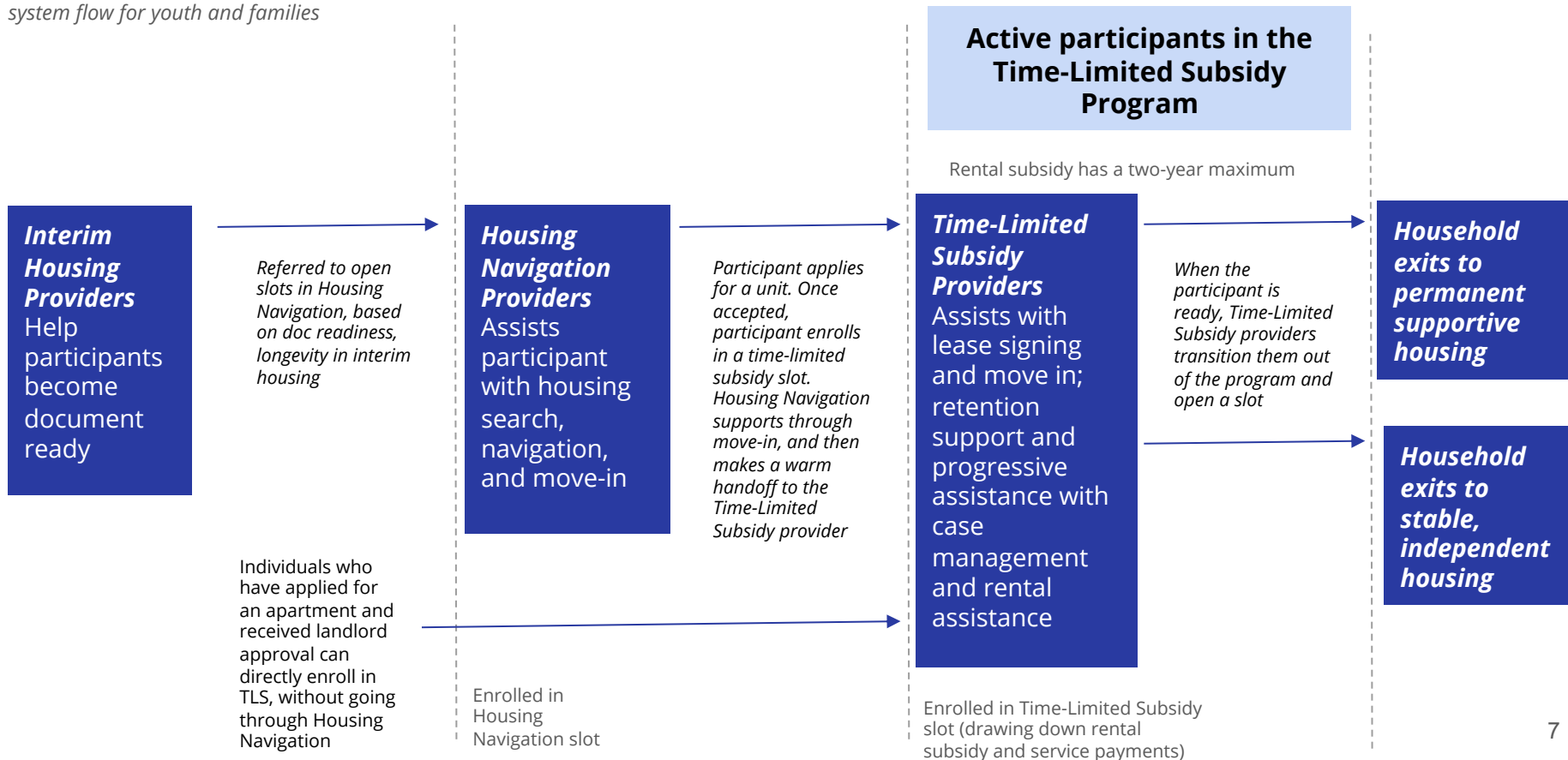
Baseline study period: LAHSA has been collecting and reporting data on time-limited subsidy program performance since July 2024. This presentation includes data from July 1, 2024 - March 1, 2025. Moving forward, HSC will analyze and report changes in performance data on a monthly basis.

Current time-limited subsidy capacity:

Total City, County, State, and Federal investment in FY 24-25	Total system capacity
\$170,000,000	7,568 time-limited subsidy slots in LA County (includes single adults, families, youth, encampment resolution, and people harmed by domestic violence/intimate-partner violence) <i>100 programs City, County, State, and Federal funding blended across providers</i>

TIME-LIMITED SUBSIDY PROCESS OVERVIEW

Currently the system flow for single adults; will soon be the system flow for youth and families

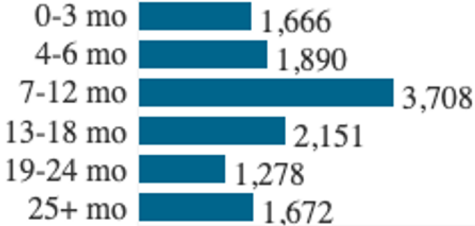


BASELINE: CURRENT TIME-LIMITED SUBSIDY POPULATION

As of March 28, 2025 there are 12,136 participants from **7,087 households** receiving both a rental subsidy and services through the Time-Limited Subsidy program countywide

7,087 households are receiving both a rental subsidy and services through the program

Months housed



→ **Bridge to permanent supportive housing**

- 85% of participating households have been screened for permanent supportive housing eligibility
- Of those screened, 67% of households are eligible for permanent supportive housing
- Of those eligible, **924 households** (or 23%) are in the process of matching and moving in

→ **Bridge to independence**

- Average income of ~\$1,500/month is stable regardless of how long a household has been housed through the program (average of those with known income; a lot of missing data in HMIS, which LAHSA is working to address now)
- Of the 4,651 households who have exited the program since July 1, 2024:
 - **63% exited to a permanent solution**
 - 15% exited to a temporary solution
 - 1% passed away
 - 23% exited to an unknown destination or a location not meant for human habitation

Data source: LAHSA Tableau; City contributions are approximately \$22.5M (General Fund, Emergency Solutions Grant, and City HHAP)

PERFORMANCE TARGETS: TIME-LIMITED SUBSIDIES

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 time-limited subsidies are fully leveraged to help people transition to a permanent solution</p>	<p>Time-limited subsidy slots, for people who have a move in date or who have moved into a unit, maintain 95% utilization</p>
		<p>People participating in time-limited subsidy programs receive quality assistance to help them prepare for and move into a permanent solution</p>	<p>95% of participants who can, obtain their Social Security Card within the 90 days of move in</p> <p>95% of participants with a move-in date have a completed Housing Acuity Index every 90 days after move in (requires rapport and consent)</p> <p>95% of participants invited to apply to Permanent Supportive Housing opportunities while enrolled in this program will complete the PSH housing application within 7 days of match notification or will decline within 2 days of match notification (new provider requirement)</p> <p>80% of households have a housing retention plan within 30 days (new provider requirement)</p> <p>75% of households will meet rent share expectations (meaning, they are contributing at least 30% of their income to their rent, and increasing income/amount of their contributions over time if they are on the independent housing track (new provider requirement))</p>

PERFORMANCE TARGETS: TIME-LIMITED SUBSIDIES

Measure A regional goal	City performance category	City performance goals	City performance targets
Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness	Help people move as quickly as possible from interim housing into a permanent solution	People participating in time-limited subsidy programs have success moving into permanent housing solutions	<p>75% of participants exit to permanent housing destinations</p> <p>No more than 15% of people are released to unknown, unsheltered, or locations “not acceptable for human habitation,” with a decline in participants released to unknown locations over time</p> <p>The percentage of households who return to homelessness declines over time</p>

IN THE PAST SIX MONTHS, LAHSA HAS MADE FIVE SYSTEM CHANGES TO REDUCE UNDERSPENDING AND UNDERUTILIZATION

1. **LAHSA has been implementing Active System Management for housing navigation and time-limited subsidies to help drive throughput.**
1. **LAHSA's new public data dashboards show challenges with current performance,** giving visibility to these challenges and allowing LAHSA to work with providers to improve performance and hit concrete performance goals.
1. **Housing Navigation is now a stand-alone, specialized program.** This program is focused on unit identification and acquisition, connecting households with a home before they are enrolled in the Time-Limited Subsidy program.
2. **LAHSA has established new performance measures that track utilization and how quickly households are moving into homes.** Providers are still in the process of reporting data for these new measures, leading to data accuracy challenges. For example, HMIS currently shows over 3,000 households without a move in date; LAHSA's data team believes this is an inaccurate data entry issue and that many records are likely missing move-in dates or are no longer actively enrolled.
1. **LAHSA is centralizing rental assistance management.** Centralizing rental assistance allows LAHSA to move these subsidies flexibly and quickly to where they are needed; previously, rental subsidies were only available through providers, which made it harder to prevent underutilization. Providers will be able to "opt-in" to the centralized rental assistance structure in FY 25-26, which will allow providers to focus on delivering services to households enrolled in the Time-Limited Subsidy program.

BASELINE PERFORMANCE: UTILIZATION

Performance target: Time-limited subsidy slots maintain 95% utilization

Baseline: LAHSA data reflecting performance between July 1, 2024 and February 28, 2025.

Time-limited subsidy program	Utilization	On track or off track?
All 7,568 TLS slots in the region	88% of slots July '24 - Feb '25 93% of slots active right now	Near target
All Adult TLS programs (78 providers; 5,329 slots for adults and all participants)	71% of slots	Off track
All Family TLS programs (10 providers; 1,728 slots)*	221% of slots	Exceeding target
All Youth TLS program (12 providers; 396 slots)	78% of slots	Off track

*Note: Overutilization of Family TLS program slots is because not all participants receive rental subsidies.
Data source: LAHSA; an additional 115 slots are available for survivors of IPV/DV

BASELINE PERFORMANCE: QUALITY OF ASSISTANCE

Performance target: 95% of participants who can obtain their Social Security Card within the 90 days of move in, helping them get ready for transition to permanent supportive housing or other permanent housing options

Baseline: LAHSA data reflecting performance between July 1, 2024 and February 28,, 2025.

Time-limited subsidy program	Social Security Card Obtained	On track or off track?
All 7,568 TLS slots in the region	88% of households	Off track
All Adult TLS programs (78 providers; 5,329 slots for adults and all participants)	82% of households	Off track
All Family TLS programs (10 providers; 1,728 slots)	126% of heads of households	Exceeding target
All Youth TLS program (12 providers; 396 slots)	75% of households	Off track

BASELINE PERFORMANCE: QUALITY OF ASSISTANCE

Performance target: 95% of households with a move-in date will have a completed Housing Acuity Index every 90 days after move in (requires rapport and consent) *(new provider requirement)*

Baseline: LAHSA data reflecting performance between July 1, 2024 and February 28, 2025.

Time-limited subsidy program	Housing Acuity Index Completed	On track or off track?
All 7,568 TLS slots in the region	7% of households	<i>In start up</i>
All Adult TLS programs (78 providers; 5,329 slots for adults and all participants)	4% of households	<i>In start up</i>
All Family TLS programs (10 providers; 1,728 slots)	18% of households <i>An additional 27% have completed the Family VI-SPDAT</i>	<i>In start up</i>
All Youth TLS program (12 providers; 396 slots)	11% of households <i>An additional 62% have completed the Youth VI-SPDAT</i>	<i>In start up</i>

BASELINE PERFORMANCE: QUALITY OF ASSISTANCE

Performance target: 100% of households complete the Universal Housing Application, defined as completing the application within seven days of being matched to a PSH opportunity or declining the match within two days (*new provider requirement*)

Baseline: LAHSA data reflecting performance between July 1, 2024 and February 28, 2025.

Time-limited subsidy program	Housing Acuity Index Completed	On track or off track?
All 7,568 TLS slots in the region	29% of households	<i>In start up</i>
All Adult TLS programs (78 providers; 5,329 slots for adults and all participants)	25% of households	<i>In start up</i>
All Family TLS programs (10 providers; 1,728 slots)	63% of households	<i>In start up</i>
All Youth TLS program (12 providers; 396 slots)	0% <i>Note than only 4 of the 12 providers has a participant matched to PSH</i>	<i>In start up</i>

BASELINE PERFORMANCE: QUALITY OF ASSISTANCE

Additional quality of assistance measures in start-up phase; data to be reporting by providers soon

Performance measure	Status
75% of households will meet rent share expectations (meaning, they are contributing at least 30% of their income to their rent, and increasing income/amount of their contributions over time if they are on the independent housing track)	<i>Data reporting will begin in FY 25/26</i>
80% of households have a housing retention plan within 30 days	<i>Data reporting will begin in FY 25/26</i>

BASELINE PERFORMANCE: HOUSING OUTCOMES

Performance target: 75% of participants exit to permanent housing destinations

Baseline: LAHSA data reflecting performance between July 1, 2024 and February 28,, 2025

Time-limited subsidy program	Exits to permanent housing	On track or off track?
All 7,568 TLS slots in the region	66% of households	Off track
All Adult TLS programs (78 providers; 5,329 slots for adults and all participants)	59% of households	Off track
All Family TLS programs (10 providers; 1,728 slots)*	115% of households	Exceeding target
All Youth TLS program (12 providers; 396 slots)	73% of households	Nearly at target

*Note: Exits to permanent housing from Family TLS program slots may be due to a data quality issue.

Data source: LAHSA Tableau

BASELINE PERFORMANCE: HOUSING OUTCOMES

Performance target: No more than 15% of participants are released to unknown, unsheltered, or locations “not acceptable for human habitation,” with this percentage declining over time

Baseline: LAHSA data reflecting performance between July 1, 2024 and February 28, 2025.

Time-limited subsidy program	Performance	On track or off track?
All 4,330 households exited from TLS programs since July 1, 2024	22% experience poor housing outcomes <i>5% place not meant for human habitation</i> <i>17% unknown</i>	Off track (should be 15% or less)

This exit data includes people who never moved into housing through the Time-Limited Subsidy program and exited as well as people who were housed through the Time-Limited Subsidy program. In FY 25/26, the Time-Limited Subsidy program will shift to focus on providing stability to households with a move-in date, which should impact housing outcomes after participants leave the program.

BASELINE PERFORMANCE ANALYSIS

TIME-LIMITED SUBSIDIES CAN BRIDGE TO PERMANENT STABILITY, WITH THE STRONGEST OUTCOMES FOR HOUSEHOLDS WHO STAY FOR LESS THAN A YEAR

Between July 1, 2024 and March 1, 2025, 4,430 households exited the time-limited subsidy program:

Months housed through TLS	Percentage of all exits	Housing outcomes
0 - 12 months	46%	Over 91% exited to a permanent housing destination 3% exited to temporary housing location 4% exited to an unknown location or a location not meant for human habitation
13 - 24 months	38%	76% move to a permanent housing solution 8% move to a temporary housing location 15% leave for an unknown location or a location not meant for human habitation
Over 1 year	17%	78% move to a permanent housing solution 8% move to a different temporary housing location 13% leave for an unknown location or a location not meant for human habitation

THREE CHALLENGES LOOM FOR THE TIME-LIMITED SUBSIDY PROGRAM

- 1. There are chronic difficulties finding and retaining staff to deliver Housing Navigation and Time-Limited Subsidy program** and maintain the 1:20 ratio of case managers to clients. Staffing challenges were the greatest contributor to underutilization (contracted slots did not have the staff they needed to be used).
- 2. Households participating in the time-Limited Subsidy program have very low monthly incomes (an average of \$1,500 per month).** Providers work with households to increase their incomes and support the transition to rent-sharing and eventual independence. This work is very difficult now and will continue to be difficult in light of mounting housing costs. The current Scope of Required Services mandates monthly case management; in FY 25/26, this will shift to weekly in-person support for the first three months and then at least monthly in-person after that, unless more frequent support is need to help a household stabilize.
- 3. The Time-Limited Subsidy Program faces a funding cliff in FY 25/26,** with significant anticipated reductions in County funding that had been expanded during COVID. With less funding, the program will have less capacity.

STEPS TO IMPROVE PERFORMANCE

PLAN TO IMPROVE PERFORMANCE

- **HSC expects to see improvements against the baseline every six months**
 - HSC will review HMIS data (as presented in LAHSA's Tableau) monthly and report on trends at each month's HSC meeting
 - LAHSA will work with providers to record data for all of the new KPIs LAHSA has rolled out in recent months
- **HSC will work with LAHSA, providers, and the County to determine what is needed to achieve utilization targets and speed up the move-in process**
- **HSC will work urgently with regional partners to determine how to use strategies like master leasing and other unit acquisition strategies to identify more homes that can be used for the time-limited subsidy program**
 - HSC will also investigate the cost-effectiveness of the program compared to other time-limited interventions
- **HSC will work with LAHSA and providers to improve the accuracy of data and allow the City to monitor, in real time, utilization, spending, and performance of services within LA city limits**

PLAN FOR ADDITIONAL ANALYSIS

- **With additional data, HSC will work with LAHSA and providers to identify** factors that are leading to success in exiting to permanent housing (e.g., permanent supportive housing eligibility, increase in household income, etc.) and to determine if system improvements are achieving expected improvements and cost-efficiencies
- **HSC will also work with LAHSA and providers to develop performance targets and a data baseline for Housing Navigation**, including understanding how long participants are working with a Housing Navigation team before they get a move in date and factors leading to delay