

City Performance Management

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

JUNE 12, 2025

OUTREACH



CITY OF LOS ANGELES HOMELESS STRATEGY COMMITTEE

FIVE CATEGORIES OF OUTREACH & ENCAMPMENT RESOLUTION PROGRAMS

Category	Goal	Regional team types
1. Outreach not connected to a specific housing resource*	To connect people to all appropriate resources, including but not limited to life sustaining supports, connections to interim housing to document readiness support, case management, enrollments in health services and transportation to housing related appointments.	LAHSA Homeless Engagement Teams (HET) (City-funded) DHS-HFH Multi-Disciplinary Teams (MDTs)
2. Specialized outreach that includes medical or specialized psychiatric treatment or care and is not connected to a specific housing resource	Accessed via referrals To deliver clinical care and services to a subpopulation of people experiencing unsheltered homelessness with serious mental illness who are gravely disabled (HOME teams) OR To deliver clinical care and services to people experiencing unsheltered homelessness	DMH Homeless Outreach and Mobile Engagement (HOME) Various Street Medicine Teams (some City funding)
3. Outreach connected to a specific housing resource	To help a specific group of people move into a specific housing resource (often encampment resolution)	City of LA Inside Safe Outreach Teams (City-funded) County Pathway Home
4. Encampment sanitation support	To provide sanitation services in encampments, and To engage individuals experiencing homelessness in encampments, and connect them with resources, referrals, and interim housing placements before a sanitation focused operation	City of LA CARE/CARE+ (City-funded) County HOST teams (Homeless Outreach Service Teams)
5. Unarmed crisis response**	Alternative, unarmed crisis response to 911 calls regarding people experiencing homelessness	City of LA CIRCLE (City-funded)

OVERVIEW OF OUTREACH & ENCAMPMENT RESOLUTION PROGRAMS

PROACTIVE OUTREACH

HET & MDTs – teams are assigned to geographic areas, familiar with those who are unhoused to engage, build trust, etc. They visit regularly and work on bringing folks inside and connected to needed services

REACTIVE OUTREACH

Responsive to Reports & Inquiries

LA-HOP referrals are for the public and **ECRC** referrals for elected officials, cities/municipalities, governmental agencies



Most appropriate team dispatched (**HET or MDT**)



Other teams called in as needed such as **HOME**, **vets**, **street medicine**, etc.

ADDITIONAL OUTREACH SUPPORT & RESOURCES

Clean-ups arranged as needed:

- **County HOST** (entered into **HEARs**)
- **City Care/Care+** (CDs/CAO)

Encampment resolutions i.e. **Inside Safe** and **Pathway Home** arranged as resources allow and in consultation with elected officials

ECRC assists outreach teams with access to IH when immediately needed and as available and with access to other County or available resources

**BASELINE PERFORMANCE: OUTREACH NOT CONNECTED TO A
SPECIFIC HOUSING RESOURCE**

PERFORMANCE TARGETS: OUTREACH NOT CONNECTED TO A SPECIFIC HOUSING RESOURCE

Regional goal	City performance goals	City performance targets
Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness	Outreach teams effectively engage people in need	<p>Number of unduplicated individuals with whom teams initiate contact</p> <p>70% of all unduplicated, contacted individuals are engaged or re-engaged (meaning enrolled in an outreach program and accepting services)</p>
	Outreach teams help people access needed case management, health, behavioral health, and social services	<p><i>Measures with currently available data; additional measures in development</i></p> <p>Number of unduplicated, engaged individuals enrolled in case management</p> <p>Number of unduplicated, engaged individuals enrolled in substance use treatment</p> <p>Number of unduplicated, engaged individuals receiving health care</p>
	Outreach teams help people access housing	<p>15% of engaged, unduplicated individuals exit to temporary housing (inclusive of crisis and/or bridge housing) (MDTs)</p> <p>10% of engaged, unduplicated individuals exit to temporary housing (inclusive of crisis and/or bridge housing) (Public Spaces and Generalized Outreach teams)</p> <p>2% of engaged, unduplicated individuals exit to permanent housing</p>

BASELINE PERFORMANCE: EFFECTIVELY ENGAGING PEOPLE IN NEED

Goal: Outreach teams **effectively engage** people in need

Data Period: March 1, 2025 - May 31, 2025

Off track - if performance is 80% of target or lower
On track - if performance exceeds 80% of target
Achieving target - if performance meets or exceeds target

Performance target	Performance: City-funded, General HET - LAHSA (5 programs)	Performance: City-funded, General HET - other providers (28 programs)	Performance: City-funded, Specialized HET - Roadmap Outreach (1 program*)	Performance: MDTs serving the City of LA (31 programs)
Number of unduplicated individuals with whom teams initiate contact	4,422 individuals	2,100 individuals	1,699 individuals	9,356 individuals
70% of all unduplicated, contacted individuals are engaged or re-engaged (meaning enrolled in an outreach program and accepting services)	2,436 individuals (55%)	610 individuals (29%)	967 individuals (57%)	3,205 individuals (34%)

BASELINE PERFORMANCE: CONNECTION TO NEEDED SERVICES

Goal: Outreach teams help people access **needed case management, health, behavioral health, and social services**

Data Period: March 1, 2025 - May 31, 2025

Performance measure	Performance: City-funded, General HET - LAHSA (5 programs)			Performance: City-funded, General HET - other providers (28 programs)			Performance: City-funded, Specialized HET - Roadmap Outreach (1 program*)			Performance: MDTs serving the City of LA (31 programs)		
REFERENCE: Engaged 3/1-5/31/25	2,436 individuals			610 individuals			967 individuals			3,205 individuals		
Number of unduplicated, engaged individuals who are enrolled in case management	Mar 410	Apr 435	May 436	Mar 152	Apr 188	May 229	Mar 198	Apr 242	May 266	Mar 908	Apr 964	May 760
Number of unduplicated, engaged individuals who are enrolled in substance use counseling	Mar 12	Apr 5	May 18	Mar 57	Apr 83	May 70	Mar 4	Apr 1	May 2	Mar 319	Apr 354	May 307
	<i>Referrals - no data on enrollments available</i>						<i>Referrals - no data on enrollments available</i>					
Number of unduplicated, engaged individuals who receive health care	Mar 34	Apr 41	May 114	Mar 184	Apr 218	May 254	Mar 19	Apr 16	May 18	Mar 326	Apr 312	May 275
	<i>Referrals - no data on enrollments available</i>						<i>Referrals - no data on enrollments available</i>					

* InsideSafe performance to be reported separately. SOURCE: HSC calculations from LAHSA Outreach Services dashboard data (as extracted 6/6/2025)

BASELINE PERFORMANCE: HELPING PEOPLE ACCESS HOUSING

Goal: Outreach teams help people **access housing**

Data Period: March 1, 2025 - May 31, 2025

Off track - if performance is 80% of target or lower
On track - if performance exceeds 80% of target
Achieving target - if performance meets or exceeds target

Performance target	Performance: City-funded, General HET - LAHSA (5 programs)	Performance: City-funded, General HET - other providers (28 programs)	Performance: City-funded, Specialized HET - Roadmap Outreach (1 program*)	Performance: MDTs serving the City of LA (31 programs)
15% (MDTs) and 10% (Generalized) of engaged, unduplicated individuals exit to temporary housing **	16% (392 individuals)	20% (119 individuals)	14% (140 individuals)	24% (754 individuals)
2% of engaged, unduplicated individuals exit to permanent housing situation** (Regional metric)	0% (4 individuals)	5% (30 individuals)	0% (0 individuals)	4% (128 individuals)
% of exits by housing situation To permanent situation To temporary situation	Of 547 exits 1% perm 72% temporary	Of 269 exits 11% perm 44% temp	Of 187 exits 0% perm 75% temp	Of 3,916 exits 3% perm 19% temp

* InsideSafe performance to be reported separately. SOURCE: HSC calculations from LAHSA Outreach Services dashboard data (as extracted 6/6/2025)

** Performance is dependent upon the availability of housing resources

ADDITIONAL MEASURES IN DEVELOPMENT

ECRHA'S STANDARDS OF CARE COMMITTEE IS DEVELOPING ADDITIONAL MEASURES OF CONNECTION TO NEEDED HEALTH, BEHAVIORAL HEALTH, AND SOCIAL SERVICES

75% of all engaged individuals who are willing to accept a non-housing service in HMIS and who are successfully enrolled in that service

Data source HMIS

Percentage of all engaged, unduplicated individuals who receive life sustaining support (i.e., food, water, hygiene, clothing, etc.)

Data source HMIS

Percentage of all engaged, unduplicated individuals who receive and upload state ID in HMIS

Data source HMIS

Percentage of all engaged, unduplicated individuals who receive and upload a social security card in HMIS

Data source HMIS

Percentage of all referred unduplicated individuals who are enrolled in a specialized mental health or substance use treatment outreach team

Multiple data sources

Percentage of all referred, unduplicated individuals who receive substance use treatment

Multiple data sources

Percentage of all referred, unduplicated individuals who receive mental health care

Multiple data sources

Percentage of unduplicated individuals engaged who are enrolled in Countywide Benefits Entitlement Services Team (CBEST) (e.g., SDI, SSI, SSDI, general relief, CalWorks)

County data

Geographic prioritization based on need

Regularly updated heat map showing:

- Most recent point-in-time count of geographic distribution of unsheltered homelessness (Data source: PIT count)
- Locations with five or more people experiencing unsheltered homelessness (Data source: HMIS)
- Each deployment from an outreach team:
 - In response to a request for service (LA-HOP and ECRC)
 - In response to a major event (e.g., disease outbreak, natural disaster)
 - Proactive engagement, to serve people known and enrolled in outreach services in the SPA

Urgent, appropriate response to high acuity needs

- After an assessment team is dispatched in response to an LA-HOP or ECRC request for service, specialized care / MDTs are assigned with 48 hours of a referral

PROGRESS ON STEPS TO IMPROVE PERFORMANCE

PROPOSED WORK TO IMPROVE PERFORMANCE

- **HSC** will review monthly performance data on outreach to identify trends and opportunities to improve performance
- **LAHD and CLA** will work to develop a master services agreement with LAHSA that reflects performance standards and data reporting expectations for LAHSA HET
- **City leadership** will continue to work with ECRHA and the regional Standards of Care Committee toward adoption of performance standards and new data reporting practices for MDTs, other County-managed outreach teams, and for reporting on coordination (heat map)
- **The new Bureau for Homeless Oversight at LAHD** will work to coordinate City outreach efforts and determine recommended policy, practice, and technical assistance changes that could improve performance, for review by HSC

TECHNICAL APPENDIX

TECHNICAL APPENDIX: OUTREACH METRICS

Metric	Data source	Methodology
Number of unduplicated individuals with whom teams initiate contact	LAHSA Street Outreach Performance Dashboard (KPI HET-001), as extracted 6/6/25	Enrollments active in the reporting period per HMIS (March 1 - May 31, 2025)
% of all unduplicated, contacted individuals are engaged or re-engaged (meaning enrolled in an outreach program and accepting services)	LAHSA Street Outreach Performance Dashboard (KPI HET-002), as extracted 6/6/25	Unduplicated count of individuals engaged as share of all enrollments in the reporting period per HMIS (March 1 - May 31, 2025)
Number of unduplicated, engaged individuals who are enrolled in case management	LAHSA Street Outreach All Services Dashboard, as extracted 6/6/25	Unduplicated count of individuals engaged in programs who are enrolled in case management per HMIS (monthly count)
Number of unduplicated, engaged individuals who are enrolled in substance use counseling	LAHSA Street Outreach All Services Dashboard, as extracted 6/6/25	Unduplicated count of individuals engaged in programs who are enrolled in substance use counseling per HMIS (monthly count)
Number of unduplicated, engaged individuals who receive health care	LAHSA Street Outreach All Services Dashboard, as extracted 6/6/25	Unduplicated count of individuals engaged in programs who received health care services per HMIS (monthly count)
% of engaged, unduplicated individuals exit to temporary housing situation (inclusive of crisis and/or bridge housing)	LAHSA Street Outreach Performance Dashboard, as extracted 6/6/25	Unduplicated count of individuals who exited to interim situation per HMIS (March 1 - May 31, 2025)
% of engaged, unduplicated individuals exit to permanent housing situation	LAHSA Street Outreach Performance Dashboard, as extracted 6/6/25	Unduplicated count of individuals who exited to permanent situation per HMIS (March 1 - May 31, 2025)