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## MEMO

**To:** City of Los Angeles Chief Administrative Office

**From:** Kelsey Madigan, Director of Interim Housing; Nathaniel Vergow, Deputy Chief Programs Officer

**Date:** October 28, 2025

**CC:** Abigail Proff, Director of Funding and Allocations

**Re:** FY 2025-2026 Seasonal Winter Shelter Program Bed Rate Adjustment

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### Background

The Los Angeles Homeless Services Authority (LAHSA), in coordination with City and County, has overseen the implementation of the Seasonal Winter Shelter Program (SWSP) since 1993. The WSP is a short-term response option for individuals experiencing homelessness that provides safe and supportive short-term shelter during the winter months. The WSP operates from November 1 – March 31 of each year and has two components:

1. Seasonal Winter Shelter Program (SWSP) - operates site-based shelters continuously throughout the season
2. Augmented Winter Shelter Program (ASWP) - activated during severe weather and utilizes pop-up congregate shelters and motel/hotel vouchers to mobilize resources quickly and bring people indoors. This program is also referred to as the Emergency Response Program.

SWSP beds can be located at existing interim housing sites or at sites only utilized for the winter season. Individuals in the SWSP receive a place to sleep, meals, supportive services (case management), access to bathrooms and showers, and crisis management, similarly to any year-round interim housing site. AWSP beds are typically mobilized at Recreation and Park (RAP) facilities, hotel/motels, and other short-term facilities for 3-5 days, depending on the length of the severe weather.

LAHSA contracted with Abt Associates (Abt) to conduct an interim housing cost study and collaborated with County and City partners to develop a more consistent rate formula that better reflects the actual cost of operating interim housing sites. Interim Housing rates recommended by this study were fully implemented in FY 25-26. Additionally, LAHSA updated all interim housing scopes of required services which increased and specified expectations around connections to permanent housing, case management frequency, document readiness, engagement with the inventory and matching modules, participant to staff ratios, and elimination of restrictions on pets entering interim housing sites.

The following are the Key Performance Indicators (KPI) the SWSP Contractor must achieve:

1. Sufficient Data Quality Score
2. 50% of all enrolled participants must be assessed within 120 days of enrollment. Assessments should only be completed after sufficient rapport has been built with the participant and in alignment with the CES Assessment Policy & Guidance.



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3. 20% of enrolled participants must have their ID within 45 days of enrollment
4. 75% of participants must have verification of their social security number, within 45 days of enrollment.
5. 20% of participants must obtain their social security card within 90 days of enrollment
6. 30% of participants must exit to temporary or permanent housing destination
7. 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

Restructured rates for individual adult interim housing implemented FY 25-26 are listed below:

### Individual Adult Interim Housing

Site Size	Bed Rate
Small Sites (1-50 total beds at site)	\$116
M/L/XL (51 + total beds at site)	\$89

### **Recommendation**

LAHSA recommends that at the minimum, the Seasonal Winter Shelter Program utilize the \$89 interim housing bed rate for SWSP beds and be brought into alignment with the adult year-round rate. In addition, including leasing costs and differing rates depending on site size would further bring the SWSP rate in alignment with the adult year-round rate and should also be considered. The SWSP utilizes unfunded beds at existing year-round interim housing sites as well as beds at sites utilized specifically for winter shelter. The utilization of unfunded beds at existing interim housing sites can establish economies of scale, allowing providers to leverage existing year-round interim housing infrastructure to facilitate placement of participants to other housing options.

Aligning the Seasonal Winter Shelter Program bed rate with the adult year-round interim housing bed rate is reasonable given both programs provide the same services, are located in the same types of sites, and the Key Performance Indicators are similar, with only slight differences that account for the SWSP only being operational for five (5) months. At a minimum, the \$89 rate will allow SWSP providers to meet the staffing requirements, case management, document readiness, inventory module, and supportive service expectations outlined in the updated scope of required services. Additionally, the updated rate will facilitate the provider's ability to meet the key performance indicators as updated in SWSP's FY 25-26 SRS related to document readiness and assessment timelines, connection to permanent housing and completion of Universal Housing Applications.

In addition, adjusting the SWSP rate to \$89 would maintain alignment with the Abt study's bed rate recommendations, and maintain system alignment with the county's implemented SWSP \$89 bed rate.



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### **Fiscal Impact**

SWSP allocations in FY25-26 were projected with the assumption of the city utilizing an \$89 SWSP bed rate. Additional funding is not needed to meet this recommendation.

Please reach out to Kelsey Madigan, Director of Interim Housing [KMadigan@lahsa.org](mailto:KMadigan@lahsa.org), with any questions.