

City Performance Management

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

FEBRUARY 6, 2025



CITY OF LOS ANGELES HOMELESS STRATEGY COMMITTEE

DRAFT

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 permanent housing

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 citywide outreach	Establish performance indicators, performance targets, and baseline data for interim housing	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:
PERMANENT SUPPORTIVE HOUSING UTILIZATION**

PERFORMANCE TARGETS: PERMANENT SUPPORTIVE HOUSING UTILIZATION

City performance category	City performance goals	City performance targets
Leverage City investments in permanent housing to end homelessness	All City-funded permanent supportive housing is fully leveraged to end homelessness	<p>New City-funded permanent supportive housing developments are 90% occupied within 90 days of becoming available for occupancy (<i>aligned with LAHSA's system-wide performance target</i>)</p> <p>All City-funded permanent supportive housing developments maintain 90% occupancy, with vacated units occupied by new residents within 90 days</p>
	People currently residing in City-funded interim housing have equitable and effective access to new permanent supportive housing opportunities	<p>Exits from City-funded interim housing to permanent housing are proportionate to the City's percentage of all people in the region in interim housing</p> <p><i>In development:</i> The City and LAHSA are reviewing data on the percentage of residents in new permanent supportive housing developments who previously participated in City-funded interim housing within four miles and will set a performance target in the next two months</p>

BASELINE: PERMANENT SUPPORTIVE HOUSING UTILIZATION

Goal: All City-funded permanent supportive housing is **fully leveraged** to end homelessness

Baseline: All supportive housing properties that became ready to occupy (achieved HAP) between 4.1.24 and 9.30.24, are within City limits, and received some form of City funding or management (Prop HHH and Homekey)

During the baseline period:

City investment	Total new City-funded PSH developments	Total new City-funded PSH units
\$93,994,590* <i>Prop HHH: \$83,599,590</i> <i>Project Homekey: \$10,395,000</i>	16* <i>Prop HHH: 14</i> <i>Project Homekey: 2</i>	839* <i>Prop HHH: 737</i> <i>Project Homekey: 102</i> 769 of these units were matched through the Coordinated Entry System (CES); other units are leased up through other processes, like the VA process**

*Data source: Los Angeles Housing Department; data shared directly with HSC staff; **Data source: LAHSA data team; data shared directly with HSC staff

BASELINE PERFORMANCE: PERMANENT SUPPORTIVE HOUSING UTILIZATION

Goal: All City-funded permanent supportive housing is **fully leveraged** to end homelessness

Baseline: All supportive housing properties that became ready to occupy between 4.1.24 and 9.30.24, are within City limits, and received some form of City funding or management (Prop HHH and Homekey)

New permanent supportive housing that received HAP between 4.1.24 and 9.30.24 and were matched through CES	New properties that met performance target of 90% occupancy within 90 days*	On track or off track?
16 properties	2 properties <i>An additional 3 properties had occupancy above 80% within 90 days</i>	Off track (should be 16)
769 units	186 residents (24% occupancy) <i>There are currently 555 residents in these 769 units (72% occupancy)</i>	Off track (should be 90% occupancy)

Data source: LAHSA data team, shared directly with HSC (reconciliation of CHAMP and RMS data)

BASELINE PERFORMANCE: PERMANENT SUPPORTIVE HOUSING UTILIZATION

Goal: All City-funded permanent supportive housing is **fully leveraged** to end homelessness

Baseline: All supportive housing properties that are available to occupy and receive some funding from the City (Prop HHH and Project Homekey)

As of January 1, 2025:

Total number of "restricted" Prop HHH units available to occupy	Total number of occupied "restricted" Prop HHH units	On track or off track?	Total number of units vacant for 90+ days	On track or off track?
5,526	5,178 (94%)	On track (above 90%)	191	Off track (should be 0)
5,275 without Skid Row Housing Trust	5,014 (95%)	On track (above 90%)	87 units vacant in Skid Row Housing Trust	

Data source: LAHD January 1, 2025 monthly Prop HHH occupancy report

BASELINE: INTERIM HOUSING TO PERMANENT SUPPORTIVE HOUSING THROUGHPUT

Goal: People currently residing in City-funded interim housing have **equitable and effective access** to new permanent supportive housing opportunities

Baseline: People living in City-funded interim housing between 4.1.24 and 9.30.24

During the baseline period:

Total number of active interim housing participants	Total number of active participants in City-funded interim housing	Percentage of participants in interim housing within City limits who are PSH eligible	Average length of stay in interim housing during baseline period
<p>26,513</p>	<p>8,369 (31.5% of all interim housing participants)</p> <p><i>A Bridge Home: 3,045 City Roadmap: 1,717 Inside Safe: 2,533 Felony Incompetent to Stand Trial Program (FIST): 210 Project Homekey: 864</i></p>	<p>80% of people assessed</p>	<p>245 days</p>

BASELINE PERFORMANCE: INTERIM HOUSING TO PERMANENT SUPPORTIVE HOUSING THROUGHPUT

Goal: People currently residing in City-funded interim housing have **equitable and effective access** to new permanent supportive housing opportunities

Baseline: People living in City-funded interim housing between 4.1.24 and 9.30.24

During the baseline period:

Number of active interim housing participants	Total number of exits to permanent housing	On track or off track?
26,513 - total	4,388	Off track (exit percentage should equal percentage of all participants)
8,369 in City-funded (31.5% of all interim housing participants)	1,064 (24.2% of all exits to permanent housing)	

BASELINE PERFORMANCE ANALYSIS

A SIGNIFICANT OPPORTUNITY TO IMPROVE PERFORMANCE IS TO SPEED UP THE PROCESS BETWEEN A BUILDING BECOMING READY TO OCCUPY AND PEOPLE ACTUALLY MOVING IN

Despite the fact that the City invested nearly \$94 million to bring 769 new CES-matched permanent supportive homes online between 4.1.24 and 9.31.24, the overall number of participants in interim housing and the length of time these people stayed in interim housing remained largely unchanged. That's because only 24% of these CES-matched new homes were occupied within 90 days, well below the target of 90% occupancy within 90 days.

	April 2024	September 2024
Number of active participants in interim housing	17,227	17,201
Average length of stay in interim housing	233 days	242 days

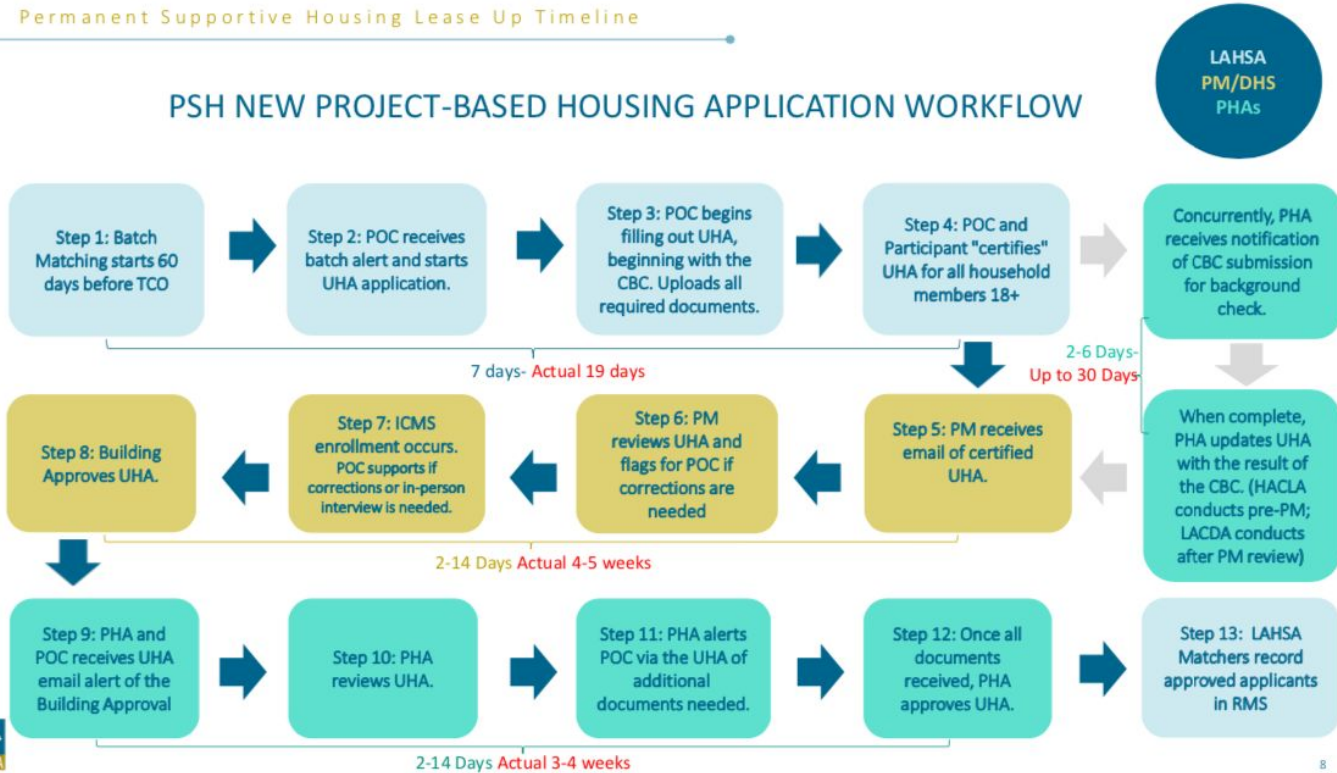
To move faster than inflow* and actually see reductions in the number of active participants and their length of stay, the system will need to move more quickly to match eligible people to new homes (*responsibility*: LAHSA and interim housing providers) and complete all necessary subsidy and other verification so matched people can move into their new homes (*responsibility*: interim housing providers, developers/operators, and HACLA).

Data source: LAHSA Tableau; *Permanent supportive housing is one tool among several our region has to help people permanently resolve homelessness.

ACCORDING TO LAHSA, THERE ARE OPPORTUNITIES TO SHORTEN THE LEASE UP PROCESS AT EVERY STAGE

Permanent Supportive Housing Lease Up Timeline

PSH NEW PROJECT-BASED HOUSING APPLICATION WORKFLOW



NEARLY HALF OF NEW CITY-FUNDED PSH RESIDENTS PREVIOUSLY LIVED WITHIN FOUR MILES OF THE NEW DEVELOPMENT

Nearly half (42%) of current residents in the 16 new permanent supportive housing developments that opened for occupancy during the baseline period (4.1.24 - 9.30.24) **previously lived within four miles of the new development.**

There is at least one City-funded interim housing site within four miles of every new permanent supportive housing development.

Number of residents <u>currently</u> living in the 16 new PSH developments that received TCO between 4.1.24 and 9.30.24	Number of current residents who previously participated in interim housing within City limits and within four miles of the new PSH development	Number of current residents who previously resided in other locations within four miles (e.g., living on the street)
555 people	78 (14% of current residents)	155 (28% of current residents)

BY COUNCIL DISTRICT, EXITS TO PERMANENT HOUSING SHOW SOME CORRELATION WITH NEWLY AVAILABLE PSH

Within the baseline period of 4.1.24 - 9.31.24:

Council District	Number of new PSH units ready to occupy*	Percentage of all new City-funded PSH units ready to occupy*	Exits from City-funded IH to permanent solutions**	Percentage of exits from City-funded IH to permanent solutions**
1	33	4%	92	9%
2	32	4%	81	8%
3	50	7%	21	2%
4	0	0%	128	12%
5	0	0%	19	2%
6	0	0%	58	5%
7	0	0%	34	3%
8	0	0%	83	8%
9	59	8%	115	11%
10	70	9%	41	4%
11	39	5%	53	5%
12	0	0%	6	1%
13	0	0%	96	9%
14	318	41%	79	7%
15	168	22%	158	15%
TOTAL	769	100%	1064	100%

*Data source: LAHD data, shared directly with HSC / **Data source: LAHSA Tableau

BY CITY-FUNDED INTERIM HOUSING PROGRAM, THERE IS SOME VARIATION IN THE RATE OF EXITS TO PERMANENT HOUSING

Within the baseline period of 4.1.24 - 9.31.24:

City-funded interim housing program	Active participants	Exits to permanent situations	Percentage of active participants who exited to permanent situations
<i>A Bridge Home</i>	3,045	554	18%
<i>City Roadmap</i>	1,717	165	10%
<i>Inside Safe</i>	2,533	240	10%
<i>Felony Incompetent to Stand Trial Program (FIST)</i>	210	5	2%
<i>Project Homekey (City)</i>	864	100	11.5%
Total	8,369	1,064	13%

THERE ARE VARIATIONS IN PERFORMANCE BY DEVELOPMENT

Project Name	Location	Developer	CD	TCO Date (LAHD)**	HAP Date (LAHSA)*	Supportive housing units matched through CES (LAHSA)*	Number of occupants 90 days after HAP (LAHSA)*	Percentage of CES-matched units occupied within 90 days (LAHSA)*	Number of current occupants (LAHSA)*	Percentage of CES-matched units occupied on 2/5/25 (LAHSA)*	Percentage of "restricted" units occupied on 1/1/2025 (LAHD)**	Percentage of ICMS slots with active clients on 2/5/25
NoHo 5050	5050 N BAKMAN AVE North Hollywood, CA 91601	Decro Corporation; Daylight Community Development, LLC	2	4/16/2024	5/6/2024	32	28	88%	31	97%	100%	97%
Washington Arts Collective Building 1	4615 W WASHINGTON BLVD Los Angeles, CA 90016	Meta Housing Corporation; WAC, L.P.	10	4/29/2024	8/30/2024	10	9	90%	10	100%	98%	100%
Washington Arts Collective Building 2			10		5/30/2024	18	17	94%	17	94%	98%	100%
Solaris Apartments (fka 1141-1145 Crenshaw Blvd)	1141 S CRENSHAW BLVD Los Angeles, CA 90019	Domus GP LLC	10	5/9/2024	6/20/2024	42	34	81%	42	100%	100%	100%

Note variations in LAHD occupancy data (restricted Prop HHH units); LAHSA occupancy data (CES-matched City-funded PSH); and ICMS data from the County
 Data sources: *LAHSA data team, shared directly with HSC staff; **LAHD monthly Prop HHH occupancy report, as of 1.1.2025

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Bryson II	2721 WILSHIRE BLVD LOS ANGELES, CA 90057	Los Angeles Housing Partnership; The Richman Group of California Development Company	1	5/24/2024	6/24/2024	33	0	0%	33	100%	100%	97%
Weingart Tower A-144 Lower (fkaWeingart TowerII1A)	555 S CROCKER ST LOS ANGELES, CA 90013	Chelsea Investment Corporation	14	5/30/2024	6/17/2024	142	0	0%	116	82%	100%	80%
Weingart Tower A-134 (fkaWeingart Tower HHH PSH1A)	555 S CROCKER ST LOS ANGELES, CA 90013	Chelsea Investment Corporation	14	5/30/2024	6/1/2024	93	0	0%	0	0%	100%	92%
Super 8 Canoga Park- HACLA PHK1	7631 N TOPANGA CANYON BLVD CA 91304	Housing Authority of the City of Los Angeles (HACLA)	3	6/3/2024	8/30/2024	50	0	0%	43	86%	Not in LAHD records / Homekey	82%

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Sea Rock Inn (Willows) PHK2 County	14032 S VERMONT AVE 1-52 CA 90247	County of Los Angeles	15	6/4/2024	9/26/2024	52	0	0%	11	21%	Not in LAHD records / Homekey	29%
Main Street Apartments	5501 S MAIN ST Los Angeles, CA 90037	Highridge Costa Development Company, LLC	9	6/7/2024	7/8/2024	14	0	0%	12	86%	45%	93%
The Banning (aka 841 N Banning) - ED7	841 N BANNING BLVD Wilmington, CA 90744	Century Affordable Development, Inc.	15	6/7/2024	9/3/2024	63	20	32%	42	67%	100%	98%
Los Lirios Apartments	119 S SOTO ST Los Angeles, CA 90033	BRIDGE Housing Corporation	14	7/1/2024	8/8/2024	20	0	0%	19	95%	100%	95%

Note variations in LAHD occupancy data (restricted Prop HHH units); LAHSA occupancy data (CES-matched City-funded PSH); and ICMS data from the County
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Ruth Teague Homes (fka 67th & Main)	6706 S MAIN ST Los Angeles, CA 90003	Coalition for Responsible Community Development	9	7/22/2024	9/3/2024	45	24	53%	32	71%	53%	82%
Avalon 1355	1355 N AVALON BLVD WILMINGTON, CA 90744	Brilliant Corners; The Richman Group of California Development Corporation	15	8/17/2024	9/16/2024	53	47	89%	48	91%	100%	98%
Whittier HHH (fka Whittier PSH)	3552 E WHITTIER BLVD CA 90023	Mercy Housing Calwest	14	10/9/2024	6/24/2024	63	0	0%	61	97%	90%	[Awaiting data]
TOTAL						769	186	24%	555	72%	92%	86%

Note variations in LAHD occupancy data (restricted Prop HHH units); LAHSA occupancy data (CES-matched City-funded PSH); and ICMS data from the County
 Data sources: *LAHSA data team, shared directly with HSC staff; **LAHD monthly Prop HHH occupancy report, as of 1.1.2025

STEPS TO IMPROVE PERFORMANCE

DATA REPORTING EXPECTATIONS

- **HSC expects to see improvements against the baseline every six months**
 - *Improvement cohort #1*: 10.1.24 - 3.31.25, anticipating **1607** new permanent supportive housing units will be available across **30** developments
 - *Improvement cohort #2*: 4.1.25 - 9.30.25, anticipating **1225** new permanent supportive housing units will be available across **16** developments
- **HSC will work with LAHSA and LAHD, and with HACLA and DHS as needed, to resolve data reconciliation issues by the end of February**
- **HSC requests monthly data updates from LAHSA by the first Monday of every month on:**
 - Occupancy of Prop HHH and Homekey units, through the 15th of the previous month
 - Previous residence of new residents (percentage of residents who previously participated in IH within four miles), through the 15th of the previous month

PLAN TO IMPROVE PERFORMANCE

- **CLA** will complete analysis and recommendations on how to improve the Coordination Entry System (CES) by March 2025
- **The City will join urgent meetings** with LAHSA, LAHD, HACLA, and developer and provider partners to expedite occupancy of at least 90% in all developments from the baseline cohort within the next 60 days
- **HSC** will work with LAHSA, LAHD, HACLA, and developer and provider partners to streamline the process so people living in interim housing are as ready as possible for matching to permanent housing options, so people are matched as quickly as possible, and so matched people are able to move into their new homes as quickly as possible
- **LAHSA, LAHD, and HACLA** will provide a status update on progress, and any recommended policy and programmatic changes, at the April HSC meeting