

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

**MONTHLY PERFORMANCE REPORT:
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-fund 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 resided 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*	15*	839* 754 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

PROGRESS SINCE FEBRUARY HSC MEETING - BASELINE COHORT

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

New permanent supportive housing that achieved master 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*	Current occupancy
15 properties	2 properties were at 90% occupancy or higher	14 properties are at 90% occupancy or higher
754 units	186 residents (25% occupancy)	725 units occupied (96% occupancy)

IMPROVEMENT COHORT #1: PERMANENT SUPPORTIVE HOUSING UTILIZATION

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

Time period: All supportive housing properties that became ready to occupy (achieved HAP) between 10.1.24 and 3.31.25, are within City limits, and received some form of City funding or management (Prop HHH and Homekey)

City investment	Total new City-funded PSH developments	Total new City-funded PSH units
\$51,000,000*	15*	404** permanent supportive housing units were matched through the Coordinated Entry System (CES)

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

UTILIZATION - IMPROVEMENT COHORT #1

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

New permanent supportive housing that achieved master HAP between 10.1.2024 and 3.31.2025 (data through 2.15.2025)	New properties that met performance target of 90% occupancy within 90 days*	On track or off track?	Performance improvement from baseline?
10 properties	3 of 5 properties open for 90+ days hit 100% occupancy within 90 days	On track	Yes
404 units	248 newly occupied units in 5 buildings that have been open for 90+ days (95% occupancy) 300 newly occupied units in all 10 buildings (75% occupancy)	On track	Yes

PROGRESS FILLING TURNOVER PERMANENT SUPPORTIVE HOMES

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

City performance target: Vacated permanent supportive housing units are occupied by new residents within 90 days

During the past year:

Number of turnover PSH units	Average days until new occupancy	Actions to achieve target of occupancy within 90 days
<p>281 turnover PSH units that received a City project-based voucher were matched with new occupants through CES</p>	<p>99 days</p> <p><i>An average of 10 days for LAHSA to match</i></p> <p><i>An average of 17 days for DHS/DMH to accept the match and enroll in/verify services</i></p> <p><i>An average of 72 days for property management and HACLA to process verifications</i></p>	<p>LAHSA beginning active system management for turnover PSH units</p> <p>HACLA to prioritize verifications for turnover units</p>

Data source: LAHSA data team; data shared directly with HSC staff

PERFORMANCE ANALYSIS

OVER HALF OF NEW CITY-FUNDED PSH RESIDENTS PREVIOUSLY RESIDED WITHIN FOUR MILES

Performance cohort	Current residents	Current residents with data on location of previous residence	Current residents who previously resided within four miles
Baseline (HAP between 4.1.24 and 9.30.24)	578 households	196 (34% of current residents)	109 (56% of current residents with data on location of previous residence)
Improvement #1 (HAP between 10.1.24 and 3.31.24)	300 households	113 (38% of current residents)	64 (57% of current residents with data on location of previous residence)

PROGRESS ON STEPS TO IMPROVE PERFORMANCE

NEXT STEPS PROMISED AT THE FEBRUARY 6, 2025 HSC MEETING

Next step promised	Current status
HSC expects to see improvements against the baseline every six months	On track - in all properties that have been available to occupy for 90+ days (that achieved HAP since April 1, 2024), occupancy is above 95%
HSC will work with LAHSA and LAHD, and with HACLA and DHS as needed, to resolve data reconciliation issues by the end of February	On track - HSC, LAHD, HACLA, CLA, LAHSA, and CD4 are convening weekly problem solving meetings, during which we are resolving data discrepancies
HSC requests data from LAHSA by the first Monday of every month on occupancy and previous residence of current occupants, through the 15th of the prior month	On track - LAHSA has submitted monthly data reports on the first Mondays of March and April

NEXT STEPS PROMISED AT THE FEBRUARY 6, 2025 HSC MEETING

Next step promised	Current status
<p>The City will join an emergency meeting 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</p>	<p>Complete - the 15 buildings in the baseline cohort have achieved 96% occupancy</p>
<p>HSC will work with LAHSA, LAHD, HACLA, and developer and provider partners to streamline placements into permanent supportive housing</p>	<p>On track - HSC, LAHD, HACLA, CLA, LAHSA, and CD4 are convening weekly problem solving meetings, during which we are identifying systemic issues and developing recommended policy and practice changes for HSC and H+H review</p>
<p>CLA will complete analysis and recommendations on how to improve the Coordination Entry System (CES)</p>	<p>On track</p>
<p>HSC will provide a status update on progress, and any recommended policy and programmatic changes, at the April HSC meeting</p>	<p>On track - HSC staff, LAHD, HACLA, and LAHSA provide a full report on performance data and recommended practice changes at the next HSC meeting</p>