

DRAFT

City Performance Management

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

JUNE 12, 2025

PERMANENT SUPPORTIVE HOUSING



CITY OF LOS ANGELES HOMELESS STRATEGY COMMITTEE

PERFORMANCE TARGETS: PERMANENT SUPPORTIVE HOUSING UTILIZATION

DRAFT

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 resided in City-funded interim housing within four miles and will set a performance target in the next two months</p>

NEWLY-OPENED, CITY-FUNDED PERMANENT SUPPORTIVE HOMES

ACTION STEPS TO INCREASE OCCUPANCY IN NEW PERMANENT SUPPORTIVE HOMES

At the beginning of February 2025, when the Homeless Strategy Committee began reviewing data on City-funded permanent supportive housing occupancy, only 72% of the 769 units opened since April 1, 2024 were occupied, and only two of the 15 City-funded buildings that had opened since April 1, 2024 had achieved 90% occupancy within 90 days.

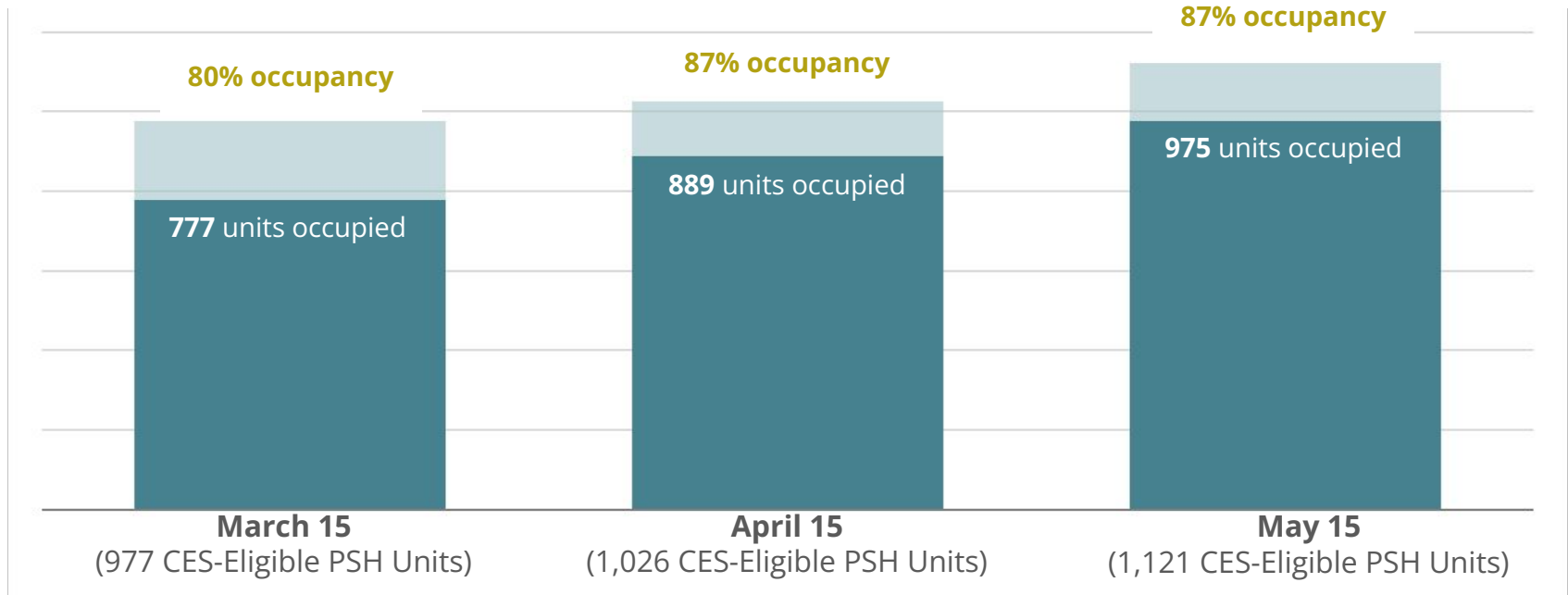
Since then, we have both brought more homes online and increased occupancy of those homes.

- **Weekly oversight and operational problem-solving meetings:** LAHSA, LAHD, HACLA, and HSC members look at aggregate data and building-by-building data to identify and resolve issues that could be leading to delay and improve system-level coordination.
- **Significant work to reconcile data across systems:** In partnership with LAHSA, we now have a system-level monthly report that reconciles CHAMP and RMS data to give us a clear picture of occupancy and the aggregated, de-identified prior living location of new residents
- **Clear goals and regular reporting on progress:** All system partners – LAHSA, LAHD, HACLA, and engaged developers – are aligned on the performance targets we presented to HSC in February (90% occupancy within 90 days). This alignment has helped all partners work toward and measure their progress toward this standard.

PROGRESS FILLING NEW PERMANENT SUPPORTIVE HOMES

At the beginning of February 2025, when the Homeless Strategy Committee began reviewing data on City-funded permanent supportive housing occupancy, only 72% of the 769 units opened since April 1, 2024 were occupied. **Since then, we have both brought more homes online and increased occupancy of those homes.**

Across City-funded buildings that achieved HAP since April 1, 2024 and have had HAP for 90+ days:



New PSH universe is all City-funded PSH buildings who achieved HAP since 4.1.24 and that achieved HAP over 90 days ago

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

NEW HOMES: PERMANENT SUPPORTIVE HOUSING UTILIZATION

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

Data Period: All supportive housing properties that became ready to occupy (achieved HAP) between April 1, 2024 and May 15, 2025, are within City limits, and received some form of City funding or management (Prop HHH and Homekey)

During the data period:

City investment	Total new City-funded PSH developments	Total new City-funded PSH units
\$248,406,233	30	1,459 units matched through the Coordinated Entry System (CES)

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

NEW HOMES: PERMANENT SUPPORTIVE HOUSING UTILIZATION

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

Across the 22 new buildings that have achieved HAP since 4.1.24 and that achieved HAP over 90 days ago:

New permanent supportive housing buildings that have had HAP for at least 90 days	New properties that met performance target of 90% occupancy within 90 days*	Current occupancy
22 properties	13 properties achieved 90% within 90 days	18 properties are at 90% occupancy or higher
1,121 units	—	975 units occupied (87% occupancy)

* Includes one building that reached 90% occupancy within 15 days of achieving HAP (not counted in 22 since 90 days has not lapsed since achieving HAP)

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

TRANSITIONS FROM INTERIM HOUSING TO PERMANENT HOUSING

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

Across the 30 new buildings that have achieved HAP since 4.1.24:

Prior living locations	March 15, 2025	April 15, 2025	May 15, 2025
No prior living location data	569	62	6*
Data on prior living location available	309	345	1,074
<i>Interim housing within four miles</i>	-	-	303 (28% of those with known prior living location)
<i>Other location within four miles</i>	173	197	156 (15% of those with known prior living location)
<i>More than four miles away</i>	136	148	615 (57% of those with known prior living location)

Data source: LAHSA data team, shared directly with HSC (reconciliation of CHAMP and RMS data); *Data extraction issue was resolved by LAHSA for the May 15, 2025 report

ENTIRE PORTFOLIO OF CITY-FUNDED PERMANENT SUPPORTIVE HOMES

ACTION STEPS TO INCREASE OCCUPANCY IN THE ENTIRE PORTFOLIO OF CITY-FUNDED PERMANENT SUPPORTIVE HOMES

At the beginning of April 2025, across the entire portfolio of permanent supportive homes that had received City funding, occupancy was at just 75%. At the beginning of June 2025, occupancy has increased to 84%.

Since April, there has been significant cross-departmental work to help new households move into these homes:

- **Significant work to understand why units are vacant and which system partners need to take action.** We have been able to reconcile data across systems to understand: how many units are offline due to construction, how many units need a match (with LAHSA or VASH responsible), how many units are pending review with a developer/operator, and how many units are pending final review with HACLA. Most vacancies have a willing tenant, developer/operator approval, and have now reached the final stage of the process: HACLA review.
- **Intensive engagement with develop/operators:** With reconciled and regularly reported data, we have been to identify the buildings and developer/operators with the highest number of vacancies. LAHSA is now working intensively with these developer/operators to support matches across their entire portfolio of buildings.
- **Regular oversight and operational problem-solving meetings:** LAHSA, LAHD, HACLA, and HSC members look at aggregate data and building-by-building data to identify and resolve issues that could be leading to delay and improve system-level coordination.

PROGRESS FILLING VACANCIES IN THE ENTIRE PORTFOLIO OF CITY-FUNDED PERMANENT SUPPORTIVE HOMES

90% occupancy
Performance target

75% occupancy
April 2025

84% occupancy
June 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

CURRENT STATUS: 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 maintain 90% occupancy

All permanent supportive homes that receive City-funding*	6,667 homes online prior to Oct. 2024 (incl HUD/VASH)	
Homes eligible to be matched through CES**	6,564 homes	98% of all City-funded PSH homes
% of CES-eligible homes that are occupied**	5,482 homes	84% of all CES-eligible PSH homes
% of CES-eligible homes that are not occupied**	1,082 homes	16% of all CES-eligible PSH homes
% on hold (cannot be occupied)**	174 homes	3% of all CES-eligible PSH homes
% waiting for a match (LAHSA)**	157 homes	2% of all CES-eligible PSH homes
% with a match in progress (Property Manager, PSH Service Provider)**	226 homes	3% of all CES-eligible PSH homes
% with a confirmed match pending final approval (HACLA, Property Manager, PSH Service Provide)**	525 homes	8% of all CES-eligible PSH homes
<i>REFERENCE: Pending referrals per HACLA system (includes HUD/VASH)*</i>	<i>533 homes</i>	<i>8% of all online City funded PSH</i>

* Data source: HACLA, shared directly with HSC (5/15) ** Data source: LAHSA data team, shared directly with HSC (reconciliation of CHAMP and RMS data), as extracted 6/9; HSC working with LAHSA and HACLA to understand minor differences in count of occupants and matches 12

CURRENT STATUS: TURNOVER PERMANENT SUPPORTIVE HOMES

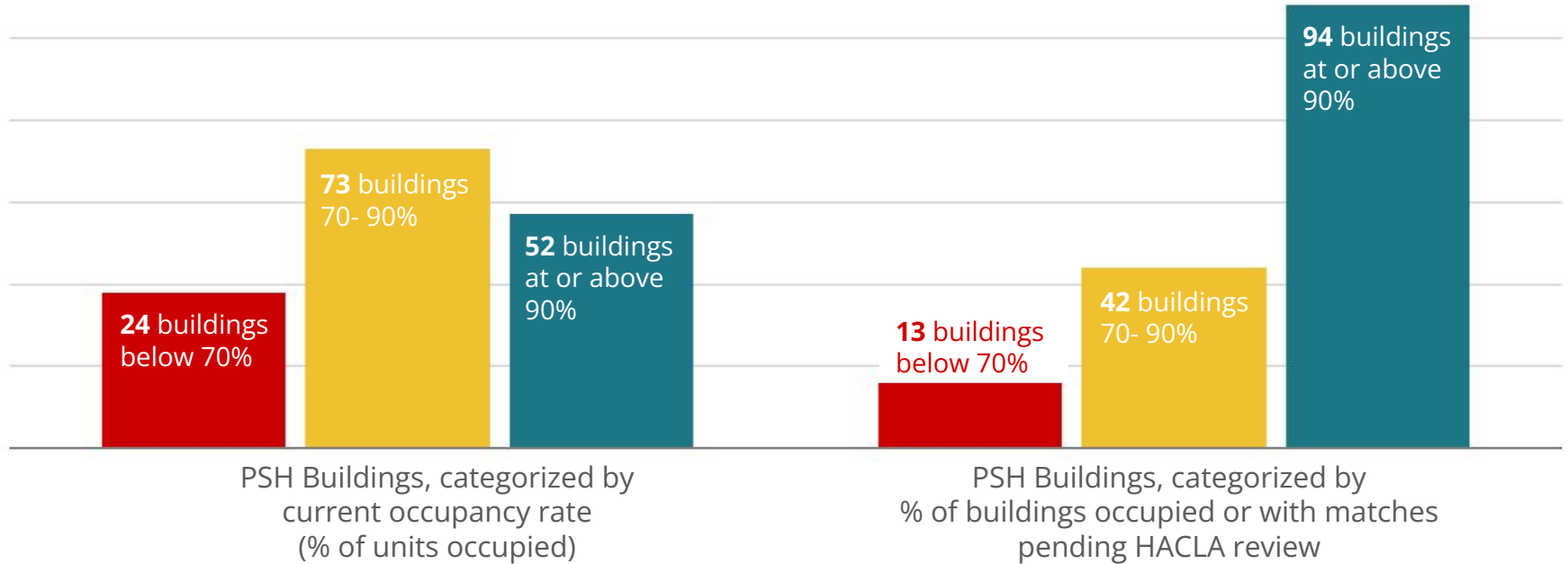
Goal: All City-funded permanent supportive housing is **fully leveraged** to end homelessness

City performance target: Vacated permanent supportive housing units maintain 90% occupancy

All permanent supportive homes that receive City-funding	6,667 homes online prior to Oct. 2024 (incl CES-elig.)	
Homes eligible to be matched through HUD/VASH	142 homes	2% of all City-funded PSH homes
% of HUD/VASH-eligible homes that are occupied	86 homes	61% of all HUD/VASH PSH homes
% of HUD/VASH-eligible homes that are not occupied	56 homes	39% of all HUD/VASH PSH homes
% on hold (cannot be occupied)	0 homes	0% of all HUD/VASH PSH homes
% waiting for a match (VA)	37 homes	26% of all HUD/VASH PSH homes
% with a match in progress (Property Manager, PSH Service Provider)	12 homes	8% of all HUD/VASH PSH homes
% with a confirmed match pending final approval (HACLA, Property Manager, PSH Service Provider)	7 homes	5% of all HUD/VASH PSH homes
<i>REFERENCE: Pending referrals per HACLA system (includes CES-eligible)</i>	<i>533 homes</i>	<i>8% of all online City funded PSH</i>

PROGRESS FILLING TURNOVER PERMANENT SUPPORTIVE HOMES

All system partners have worked to get 533 applications to final stage of the process before a household moves in: HACLA review. If these pending applications are approved (if they are complete and compliant), it will significantly increase the number of buildings at or above 90% occupancy.



Turnover universe is all City-funded PSH buildings who achieved HAP prior to October 2024

* Data source: HACLA, shared directly with HSC ** Data source: LAHSA data team, shared directly with HSC (reconciliation of CHAMP and RMS data); HSC working with LAHSA and HACLA to understand differences in count of occupants and referrals 14