

## HOMELESS POLICY DEPUTIES MEETING AGENDA

**DUE TO THE CLOSURE OF ALL COUNTY BUILDINGS, MEETING PARTICIPANTS AND MEMBERS OF THE PUBLIC WILL NEED TO CALL INTO THE MEETING.**

**Date:** Thursday, September 22, 2022  
**Time:** 2:00 PM  
**Microsoft Teams Link:** [Click here to join the meeting](#) (Ctrl+Click to follow link)  
**Teleconference Number:** [+1 323-776-6996,,346548091#](#)

**THIS TELECONFERENCE WILL BE MUTED FOR ALL CALLERS. PLEASE DIAL \*6 TO UNMUTE YOUR PHONE WHEN IT IS YOUR TIME TO SPEAK.**

Agenda Item	Lead
I. Welcome and Introductions	Isela Gracian, Second District
II. Improving the Winter Shelter Model Across the County	Emily Andrade and Jaclyn Grant, LAHSA Jerry Ramirez and Ashlee Oh, CEO-HI
III. Project Roomkey	Nathaniel VerGow, LAHSA
IV. Project Homekey	Liz Ben-Ishai, CEO-HI
V. Items Recommended for Future Discussion	
VI. Public Comment	

**Next Meeting:** October 13, 2022



**LAHSA**

Homeless Policy Deputies Meeting

# Winter Shelter FY 22-23

LOS ANGELES HOMELESS SERVICES AUTHORITY

Emily Andrade, Director of Interim Housing

Miguel Fernandez, Associate Director of Interim Housing

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September 22, 2022

# Winter Shelter Overview

Winter Shelter is a short term, site-based, 14-hour emergency shelter for participants who are homeless or at imminent risk of becoming homeless.

It provides homeless adult individuals and Transition Age Youth (TAY) with temporary emergency shelter and the opportunity for entry into the Coordinated Entry System (CES) of services and housing.

WSP is established annually to address the basic shelter and service needs of homeless persons **between November 1 to March 31**, during which Los Angeles usually experiences its most inclement weather.





# Supportive Services

## 01 Winter Shelter Program (WSP)


- 14 Hour bed availability
- Intake, CES Assessment and Case Management
- Diversion/Problem-Solving intervention
- Residential Supervision / Security
- Restrooms and Showers
- Meals (2 meals in 14 hours period; 3 meals in a 24-hour period)
- Crisis Intervention
- Transportation

## 02 Augmented Winter Shelter Program (AWSP)

- 24 hour congregate (site-based AWSP and non-congregate (hotel/motel) housing during activation period
- AWSP Site
  - Intake, CES Assessment and Case Management
  - Diversion/Problem-Solving intervention
  - Residential Supervision / Security
  - Restrooms and Showers
  - Meals
  - Crisis Intervention
  - Transportation
- Hotel/motel voucher



# 24-Hour Augmented Winter Shelter Activation Protocol

A circular icon with a light blue background and a white border, containing three white snowflakes of different sizes and several small white dots.

**Cold Weather Conditions.** Three days with low daytime temperatures accompanied by nighttime temperatures/wind chill temperatures at 32 degrees or below.



**Rain Conditions.** The forecast calls for 1 inch of rain within 24 hours. Or three consecutive days of a ¼ inch of rain or more accompanied by temperatures at or below 50 degrees.

# State of Interim Housing

01

2022 Housing Inventory Count: 25,616

02

Public Health

03

Recompression

04

Funding

# Highlights From Last Winter Season

## Covid Response

- 24-Hour Operations
- New COVID bed rate as of April 2021
- Instituted Center for Disease Control (CDC) Guidelines for decompression of beds.
- Quarantines

## Extensions

- Extended winter shelter past March 2022 to June 30, 2022.

## Reimagined Program

- Program Evaluation
- Site Operations
- Staffing
- Emergency focused
- Flexibility required

# FY 2021-22 County-Funded WSP/AWSP

07/2021 – 06/2022

## Winters Shelter Program

# of WSP Sites	WSP Beds	# of Unduplicated WSP Clients Served
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4	181	1,019
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## Augmented Shelter Program

Days of Activation	# of Site-Based AWSP Sites	Site-Based AWSP Beds at Sites*	# of Unduplicated Clients Served with AWSP Hotel/Motel Vouchers
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55	1	37	489
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\*Site-based AWSP program does not include hotel/motel vouchers.





## Findings of WSP/AWSP Program Analysis - Challenges

- 01 Emergency response
- 02 Inadequate funding to support sufficient supportive services
- 03 Bed rate does not reflect the true cost of the program
- 04 Staffing challenges (hiring, training and retention) and low reimbursement rate
- 05 Utilization: Average 26% – 86% daily occupancy
- 06 Underspending
- 07 AWSP – rapid mobilization and demobilization
- 08 Site-based challenges (conflicting facility uses, safety, habitability, services are geographically constrained, and demobilization)
- 09 Data collection



# LAHSA Proposed Options Based on Evaluation

01

WSP and AWSP Hybrid Model - Maintain the current WSP/AWSP model, utilize motel vouchers, develop additional bed capacity in high need regions having extreme inclement weather and/or limited interim housing resources, and strengthen program coordination to transition clients to more stable housing.

02

Site-Based AWSP - Transition the WSP to a site-based AWSP only that utilizes congregate sites and a motel voucher placement system.

03

Scattered AWSP Solely Utilizing Motel Vouchers - Transition the WSP to an AWSP motel voucher model in which the vouchers would be utilized upon activation of the AWSP and be the only method for moving people experiencing homelessness into shelter.

# Reimagined – Option 1

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WSP and AWSP Hybrid Model

## Recommendation

Option 1: WSP and AWSP  
Hybrid Model – increased  
focus on AWSP hotel/motel  
vouchers

Focus will be on providing life-saving shelter and support during times of inclement winter weather by utilizing flexibility of available resources based on regional differences.

- SPA 1: 25 bed Winter Shelter Program
- SPA 3: 2 AWSP

01

Provide beds in high need regions within the County through hotel/motel vouchers.

02

Continue to work with County, cities, and community partners to secure additional capacity/properties and service providers.

03

# Advantages of WSP and AWSP Hybrid Model





# Next Steps

- 01** Finalize Procurement (program operators and sites)
- 02** Conduct inspection of site-based WSP/AWSP
- 03** Execute service provider contracts
- 04** Finalize policies and procedures
- 05** Develop a communication and outreach plan to PEH to access resources
- 06** Secure additional facilities for future years

# Questions

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# Project RoomKey Demobilization Update

LOS ANGELES HOMELESS SERVICES AUTHORITY

Nathaniel VerGow, Deputy Chief of Systems



**LAHSA**

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September 22, 2022

## Project RoomKey Status Report

Hotel	Number of Rooms Contracted	Current Number of Participants 9/21/22	Last Day for Participants Onsite	Current Lease End Date for Site	Contracted Service Provider
Cadillac	47	42*	01/22/23	01/31/2023	St. Joseph Center

\*Data from Site Coordinator Tracker – Reflects new intakes this week

\*Data reflects- Monday 9/12– Sunday 9/18

## Participant Transition Plan Updates

Site	Total # of Participants On-Site 9/18	# of Participants with EHVs	# of Participants with <u>any</u> PH resource in hand	# of Participants Linked to HN or TLS	# of Participants without a PH resource	# of Participants Likely to Exit to Other IH Pgms
PRK- Cadillac	35	13	22	22	13	7-15

Data from internal tracking document using multiple data sources.



# Demobilization Process

## **Housing Navigators and Case Managers work to connect participants with permanent housing options**

- Housing Plan, Document Readiness, Apartment Applications, Unit Viewings
- Work with LeaseUp, RPSS Program, and LAHSA's Unit Acquisitions

## **Twice Daily Calls**

- Case conferencing of participants with upcoming exit dates
- Discuss daily interim housing options

## **All Participants Offer Multiple Interim Housing options**

- Tracked in operational trackers in real-time and updated in HMIS daily

## Additional Resources

### **HUD Technical Assistance Team – The LA Grand**

- Staff will provide TA to increase unit acquisition work and expedite the placement of individuals into those units.

# Homekey Program Update

## Homeless Policy Deputies Meeting

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Chief  
Executive  
Office.



County of Los Angeles  
Homeless  
Initiative

# AGENDA

1. Homekey Overview
2. Los Angeles County's Approach to Homekey
  - Homekey Round 1
  - Homekey Round 2
3. Current Status and Next Steps



# Homekey Overview



**Homekey**

Bringing California Home

Through the Homekey program, the California Housing and Community Development Department (HCD) is funding local jurisdictions to acquire/rapidly develop properties for use as homeless housing (interim and permanent).

Motel conversions have been the most common approach, enabling jurisdictions to quickly occupy the properties, soon after award.



# Los Angeles County's Approach to Homekey

- LA County is using this unprecedented opportunity to increase the availability of interim and permanent housing through the region.
- Homekey requires that local jurisdictions provide matching funds for both capital and operating costs.
- The Board of Supervisors has demonstrated its commitment to ending homelessness by committing County funds – including from the County's **CARES Act and American Rescue Plan Act** funding allocations – to support Homekey efforts.



# Homekey Round 1



In the first round of Homekey, which launched in **August 2020**, LA County was awarded:

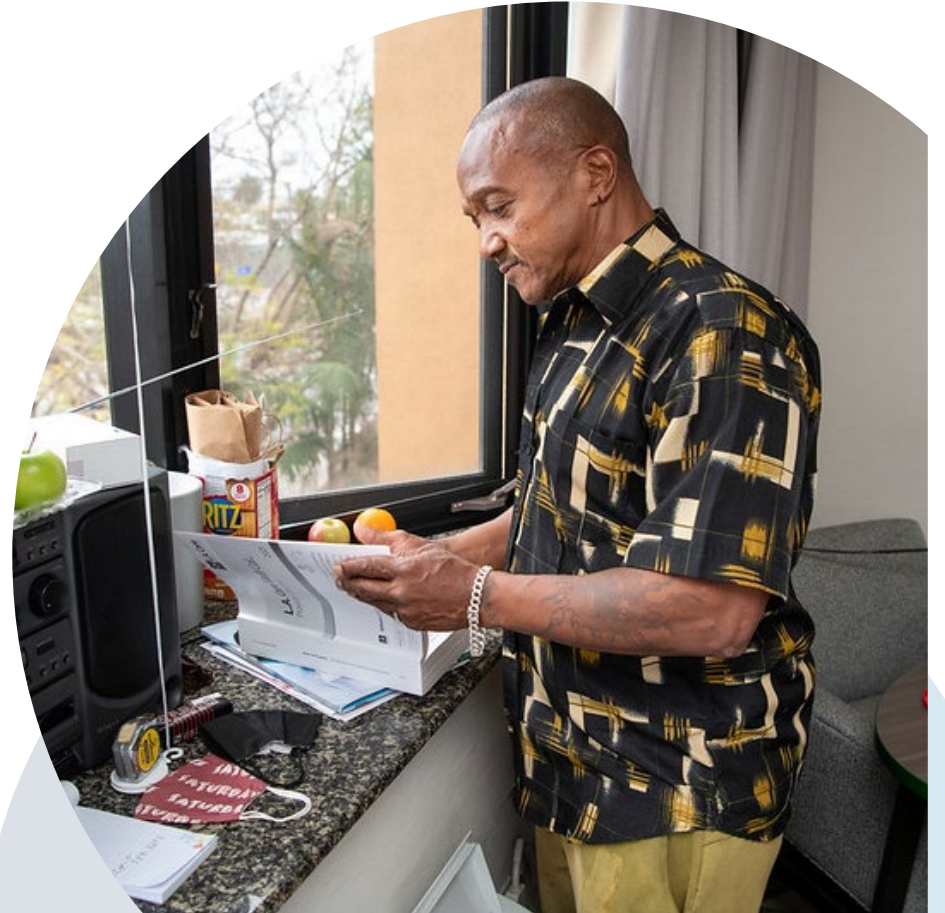
- \$108M in capital and operating funds for 10 former hotel/motel properties
  - \$90M capital & \$18M operating
  - **Approximately 850 rooms**
- Nine of the County's Homekey Sites were used initially as interim (temporary) housing sites.
- One Homekey Site was used immediately as Permanent Supportive Housing.
- **All sites will be converted to PSH.**

# Homekey Round 1

Homekey 1 Site	Property Address	Units	SD	SPA
Whitter	8211 South Pioneer Boulevard, Whittier, CA 90606	99	4	7
Baldwin Park	14510 Garvey Avenue, Baldwin Park, CA 91706	75	1	3
Long Beach	5665 East 7th Street, Long Beach, CA 90804	43	4	8
Compton East	1919 W Artesia Blvd, Compton, CA, 90220	104	2	6
Norwalk	820 West Sepulveda Boulevard, Harbor City, CA	57	2	8
Hacienda Heights	1172 South 7th Avenue, Hacienda Heights, CA 91745	156	1	3
Compton	1116 South Long Beach Boulevard, Compton, CA 90221	41	2	6
Norwalk	10646 East Rosecrans Avenue, Norwalk, CA 90650	56	4	7
Commerce	7701 East Slauson Avenue, Los Angeles 90040	81	4	7
Long Beach West	1133 Atlantic Avenue, Long Beach, CA 90804	135	4	8

# Homekey Round 1

- Nearly 2,000 people have been served at County Homekey Interim Housing sites.
- Nearly 70 people are permanently housed at the County's Homekey PSH site.
- In **April 2022**, the County released a **solicitation** to identify qualified entities to rehabilitate, own, and operate the Homekey 1 properties.
- Through that competitive process, 8 developers were identified as potential owners of 9 of the properties.
  - The 10th site is being developed through Housing for Health's Capital Improvements Intermediary Program.
- **The Board will consider a motion to transfer ownership and providing funding for renovations to the selected developers on October 4th.**





# Homekey Round 2

- In October 2021, the County released a Request for Statement of Interest (RFSI) to **identify qualified co-applicants** for Homekey Round 2.
- Potential co-applicants **responded to the RFSI** with properties they had identified that met the criteria laid out by the County in the RFSI.
- After an **extensive review process**, the County identified co-applicants with whom to apply to the state for Homekey Round 2 funding.
- In consultation with Board Offices, CEO-HI **selected the final list** of properties to pursue jointly with the co-applicants.



# Homekey Round 2

- LA County and selected co-applicants submitted applications to acquire 19 properties for use as permanent and interim housing.
- **14 of these projects (720 units)** were awarded funding by HCD.
- Amounting to nearly **\$250M in state funding**.
- The Board committed an additional **\$115M in ARPA** funds for capital and operating match.



# Homekey Round 2: Awarded PSH Projects

Co-Applicant	Property Address	Units	SPA	SD
Clifford Beers	321 N Vermont Ave Los Angeles CA 90004	76	4	3
Weingart & Valued Housing	10317 Whittier Blvd, Whittier, CA, 90606	101	7	4
Century Housing	716 S. Pacific Coast Hwy, Redondo Beach, CA 90277	21	8	2
Venice Community Housing	11834 Aviation Blvd, Inglewood, CA 90304	48	8	2
Weingart & Valued Housing	14032 S Vermont Ave, Los Angeles, 90247	53	8 (border of 6)	2

# Homekey Round 2: Awarded IH Projects

Co-Applicant	Property Address	Target Population	Units	SPA	SD
Hope of the Valley Rescue Mission	43135-43145 Sierra Hwy, Lancaster, CA 93534	Families	38	1	5
Hope of the Valley Rescue Mission	20157 Ventura Blvd. Woodland Hills, CA 91364	Families	100	2	3
Hope of the Valley Rescue Mission	355 S Alvarado Street, Los Angeles, CA 90057	Families	44	4	1
Volunteers of America Los Angeles	6724 Tujunga Avenue, North Hollywood, CA 91606	Families	49	2	3
Volunteers of America Los Angeles	111 South Gaffey Street, San Pedro, CA	Veterans	60	8	4
Los Angeles Room and Board	506 N Evergreen Ave, Los Angeles, 90033	TAY	40	4	1
Los Angeles Room and Board	1164 N Kenmore, Los Angeles, CA 90029	TAY	29	4	1
Special Service for Groups, Inc.	1730-1740 E. Compton Blvd., Compton, CA	Families	40	6	2
St. Joseph Center and Coalition for Responsible Community Development Partners	3211 W. Jefferson Blvd, Los Angeles, CA 90018	Families	19	6	2

# Current Status and Next Steps: Homekey 1

Following Board approval of the motion to transfer ownership and fund renovations:

- CEO will enter into **agreements with selected developers** to provide funding for renovations.
- For sites in the **unincorporated** areas of the County, ownership will be transferred prior to the start of construction.
- For sites in **incorporated** cities, the County will enter into lease agreements with developers for the duration of the construction and then transfer ownership upon completion.
  - Construction will begin between **January 2023 and July 2023**, depending on the site.
  - Construction will conclude, and lease up to begin, between **late 2023 and August 2024**.



# Current Status and Next Steps:

## Homekey 1

### Interim Housing Demobilization:

- Prior to beginning construction, interim housing operations will be **demobilized**.
- The **timing of demobilization** will vary depending on construction schedule.
  - HI will update the Deputies on the schedule of demobilization as soon as schedules are finalized (within the next month).
- CEO-HI, LAHSA, and DHS are committed to ensuring that all IH participants are connected to permanent housing or to alternative interim housing, with **no one exited to the street**.
- LAHSA and DHS will work with providers months leading up to the demobilization to:
  - Stop accepting further intakes;
  - Work with participants to gather needed documents and prepare them to exit to permanent housing or interim housing; and
  - Communicate clearly with participants and community stakeholders about the process of demobilization.



# Current Status and Next Steps: Homekey 2

**Construction:** must be complete within 12 months of award.

- LA County awards were made primarily in March and April 2022, with a few occurring later in the summer.

**Occupancy:** must be complete within 90 days of completion of construction.

- Some projects are seeking “bonus” funding from the state by achieving full occupancy within 8 months.



- Most projects have closed escrow, with a few closing later because seller is completing improvements.
- CEO-HI is working with LAHSA, DHS, and partners to coordinate around operational issues as sites get closer to opening.



A person's silhouette is shown in the foreground, looking through a telescope. The telescope is pointed towards a city skyline in the background. The sun is setting or rising, creating a warm, orange and yellow glow that fills the sky and reflects off the water in the foreground. The city skyline is silhouetted against the bright sky, with several tall buildings visible. The overall mood is contemplative and hopeful.

# QUESTIONS?

**HOMELESS POLICY DEPUTIES  
SEPTEMBER 8, 2022 MEETING SUMMARY  
VIA TELECONFERENCE CALL**

<b>DEPUTIES IN ATTENDANCE:</b>	
<ul style="list-style-type: none"> <li>• Daniella Urbina, First District</li> <li>• Isela Gracian, Second District</li> <li>• Lily Sofiani, Second District</li> <li>• Rachael Simon, Third District</li> </ul>	<ul style="list-style-type: none"> <li>• Tanya Ortiz, Third District</li> <li>• Barbara Osborn, Third District</li> <li>• Ivan Sulic, Fourth District</li> </ul>
<b>ITEMS/PRESENTERS</b>	<b>ACTIONS/NEXT STEPS</b>
<b>I. Welcome and Introductions</b> - Isela Gracian, Second District	N/A
<b>II. Housing Communications Tools</b> – Marie Condron & Katrina Eroen, Ocean and Mountain; Megan Folland, Adobe Communities	No additional follow up.
<b>III. 2022 Greater Los Angeles Point-In-Time Homeless Count</b> – Nathaniel VerGow and Emily Vaughn-Henry, LAHSA	LAHSA to provide data summaries using the new Supervisorial District boundaries that were recently changed due to redistricting.
<b>IV. Public Comment</b>	N/A
<b>V. Items Recommended for Future Discussion</b>	<ul style="list-style-type: none"> <li>• Policy implications of the current 1:1 ratio of shelter to permanent housing</li> <li>• Eviction moratorium</li> <li>• Project Homekey (conversions, rampdown process, exits, and outcomes)</li> <li>• Winter Shelter Update</li> <li>• LAHSA Gaps Analysis</li> </ul>
<b>VI. Next Meeting</b>	September 22, 2022