

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, February 8, 2024
Time: 2:00 PM
Location: Kenneth Hahn Hall of Administration
500 West Temple St.,
Room 374-A
Los Angeles, CA 90012

For members of the public who wish to join virtually or over the phone, please see below:

Microsoft Teams Link: [Click here to join the meeting](#)

Teleconference Number: [+1 323-776-6996,,562027719#](#)

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Amy Perkins, Third District
II.	Homelessness Emergency Response Update	Cheri Todoroff, Executive Director, CEO-HI
III.	Unit Acquisition	Elizabeth Ben-Ishai, Manager, Housing CEO-HI Josh Legere, Associate Director Housing and Services, DHS Housing for Health Chris Contreras, Chief Operating Officer, Brilliant Corners Rachel Johnson, Chief of Staff, LAHSA Thomas Wong, Assistant Director, Unit Acquisition, LAHSA
IV.	Items Recommended for Future Discussion	
V.	Public Comment*	

* Public Comment is limited to one minute. Those joining virtually interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press *5 to raise their hand and *6 to unmute.

NEXT MEETING: FEBRUARY 22, 2024



Chief
Executive
Office.



County of Los Angeles
**Homeless
Initiative**

Homeless Initiative

LA County Homeless Emergency Response Update

February 8, 2024

Storm Response Goals

- Maximize use of **Augmented Winter Shelter Program**, including increasing availability of hotel and motel vouchers and site-based shelter.
- Keep **people experiencing unsheltered homelessness safe** during the winter storm.
- Organize effective deployment of **active coordination across multiple outreach teams (LAHSA, MDT, HOME, HOST)** to notify as many people as possible of the impending storm and connect them with resources.

Hotel and Motel Vouchers

- **Hotel and motel vouchers:** The County and the City of LA made available **530** hotel and motel vouchers to connect unsheltered people with emergency interim housing.
- **Distribution of vouchers:** Vouchers were issued by **2-1-1** and **LAHSA's outreach teams** out in the field.
- **Transportation:** Participants could arrange transportation to hotels and motels through 2-1-1 or outreach teams. On Monday, 2-1-1 created an **online portal** for arranging rideshare vehicle pick-up so participants did not need to wait on the phone to arrange transport.

Weekend Outreach Deployment

Connected with thousands of people Countywide to notify them of upcoming storms, refer them to emergency shelter and other resources, and distribute lifesaving survival supplies.

- Targeted outreach in riverbeds, creeks, hillside areas prone to mudslides, and other **areas that become treacherous** during storms.
- Focused on connecting with the **most vulnerable populations** first, including older adults, people with mobility limitations or who live with a disability, and those without tents or makeshift shelters.
- Quickly filled available **augmented winter shelter beds**, including congregate sites and use of motel vouchers.
- Distributed **life-saving survival supplies** to people who did not come indoors.
- Connected people in need with **targeted mental health, physical health, and substance use disorder resources**, including deploying HOME teams over the weekend, providing on call medical consultations for all outreach teams, and providing use of the MAT hotline.
- **Metro-funded MDTs** worked until midnight Sunday to transport people from Union Station and North Hollywood station to newly-opened augmented winter shelter sites.

New Augmented Winter Shelter Program Sites

- **City of LA Sites:** Four new LA City Recreation & Parks (RAP) sites opened on Saturday, February 3, at 5pm., bringing an additional **248 beds** online.
- **County Sites:** CEO-HI partnered with the Department of Parks and Recreation and LAHSA to open two additional emergency shelters, adding another **211 beds**.
- **Metro Collaboration:** In addition to the rideshare services arranged by 2-1-1 and outreach teams, Metro made available buses to both County shelters, with one taking participants from Union Station to Enterprise Park and the other making various stops in the San Gabriel Valley prior to dropping off at Pamela Park.

Augmented Winter Shelter Program

SPA	Provider	Site / Address	Contracted Beds	County/City
6	Abundant Blessings (South LA Sports Activity Center)	7020 S. Figueroa Blvd., Los Angeles, 90003	43	City
2	Assured Lifestyle Housing (Mid-Valley Sr. Center)	8825 Kester Ave., Panorama City, 91402	47	City
4	Abundant Blessings (Lincoln Heights Sr. Center)	2323 Workman St., Los Angeles, 90031	55	City
5	New Reflections (Oakwood)	767 California Ave., Venice, 90291	103	City
3	Assured Lifestyle Housing (Pamela Park)	2236 Goodall Ave., Duarte, 91010	116	County
6	Abundant Blessings (Enterprise Park)	13055 Clovis Ave., Willowbrook, 90059	95	County

Deactivation

Assessments:

- AWSP Service Providers have been assessing participants' interest in placement into other interim housing following the close of the AWSP sites. Similarly, 2-1-1 LA is reaching out to participants who they hotel/motel vouchered to assess their interest in placement into interim housing.

Referrals:

- Participants who express an interest in going to other interim housing options are being screened for eligibility into available interim housing beds and offered placement.

Transport:

- LAHSA staff, AWSP service providers, HET, and 2-1-1 LA will coordinate transport and placement for participants who accepted a housing resource.
- Outreach workers who placed participants at the AWSP sites must connect with their participant and transport them to their next location.
- Support from Metro is being requested for transportation services to take participants to their place of origin.

Thank You



County of Los Angeles

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Los Angeles County Unit Acquisition Efforts

Homeless Policy Deputies Meeting
February 8, 2024



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What is Unit Acquisition and Why is it Needed?

- **Competitive housing market:** In a competitive rental housing market (4.8% vacancy), many people experiencing homelessness (PEH) with rental subsidies in hand seeking rental units struggle to lease up because of discrimination and other barriers.
- **Reducing barriers:** The Homeless Initiative (HI) funds Unit Acquisition efforts that incentivize property owners to reduce barriers for PEH to access their units.
- **Maximizing our investment:** Once units are secured through these efforts, PEH can lease up and utilize their rental subsidies. This maximizes the impact of the County's multimillion dollar investment in rental subsidies, as well as our use of federally funded rental subsidies.



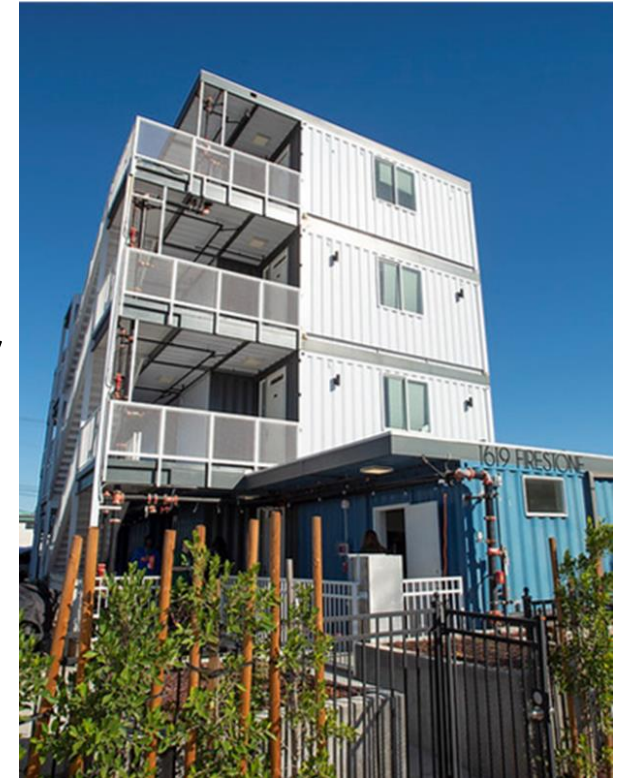
Opportunities for Diverse Rental Housing Providers

- **There are Unit Acquisition offerings for all...**
 - **Types of property owners:** Smaller portfolios, larger property management companies, mission driven companies, developers, individual property owners with ADUs, etc.
 - **Types of housing:** Property owners can participate by offering individual units, multiple units within a complex, entire apartment complexes, shared housing, and more for lease to prospective tenants.



Benefits for Rental Housing Providers

- **Stable source of rental income:** LA County offers a suite of options to Rental Housing Providers to maximize their housing investment through participation in government programs serving PEH, which provide a stable source of rental income and other supports.
- **Consistent customer service, support, and incentives:** Unit Acquisition efforts offer staff dedicated to supporting property owners and may provide incentives such as damage mitigation, holding fees, lease signing bonuses, and mediation (availability depends on the program).
- **Varied options maximize participation:** By offering various ways for property owners to get involved, the County is maximizing participation and increasing the availability of units to people with tenant-based rental subsidies.



Unit Acquisition Programs in LA County

Unit Acquisition options vary by:

- Program administrator
- Term of agreement
- Lessee (individual tenant or agency)
- Program in which client is enrolled
- Funding source and duration of client's rental subsidy
- Incentives available to property owner, such as:
 - Holding Fees
 - Damage Mitigation
 - Signing Bonus



Educating Key Stakeholders about Unit Acquisition

HI and partners are working to develop materials to educate stakeholders – including property owners, service providers, participants, government entities – about the suite of Unit Acquisition options available in LA County.



Questions?



County of Los Angeles

**Homeless
Initiative**



Brilliant Corners

Housing Acquisition Strategies from the
Flexible Housing Subsidy Pool,
a Nationally Recognized Supportive Housing Solution



DHS Housing for Health's Approach

HFH provides housing and services to people experiencing homelessness with complex health and behavioral health conditions, high utilizers of public services, and other vulnerable populations.

Principles:

Housing First

Connect individuals to permanent housing without preconditions or barriers to entry

Harm Reduction

Respect, dignity, and compassion

“Whatever It Takes” Philosophy

Flexible approach to service delivery and an adaptable portfolio of interventions

Partnering with community-based organizations and experts:

Braided funding creates simplicity and sustainability

Master Services Agreement enables quick scaling and flexibility

Collaboration, integrity, and frequent, hands-on technical assistance

The Flexible Housing Subsidy Pool (FHSP)

A fiscal and contractual tool that allows HFH and other County Departments to scale housing options

FHSP can be applied in scattered-site, project-based, and enriched residential care settings, and can be utilized by HFH clients that are ineligible for federal subsidies

FHSP client can be assigned a unit by Brilliant Corners (BC) or locates a unit with the support of their ICMS case manager

FHSP client receives on-going housing retention services from BC that integrates with services provided by their ICMS case manager

FHSP Partners



TBV Unit Acquisition Model



Acquire open-market apartment units and build strong partnerships with property providers and developers to cultivate a pool of vacant units that can be matched to someone in need



Vacant Unit
Holding Agreement



Reliable Rent Subsidy
Administration



Streamlined Inspections



Damage Mitigation &
Client Financial Assistance



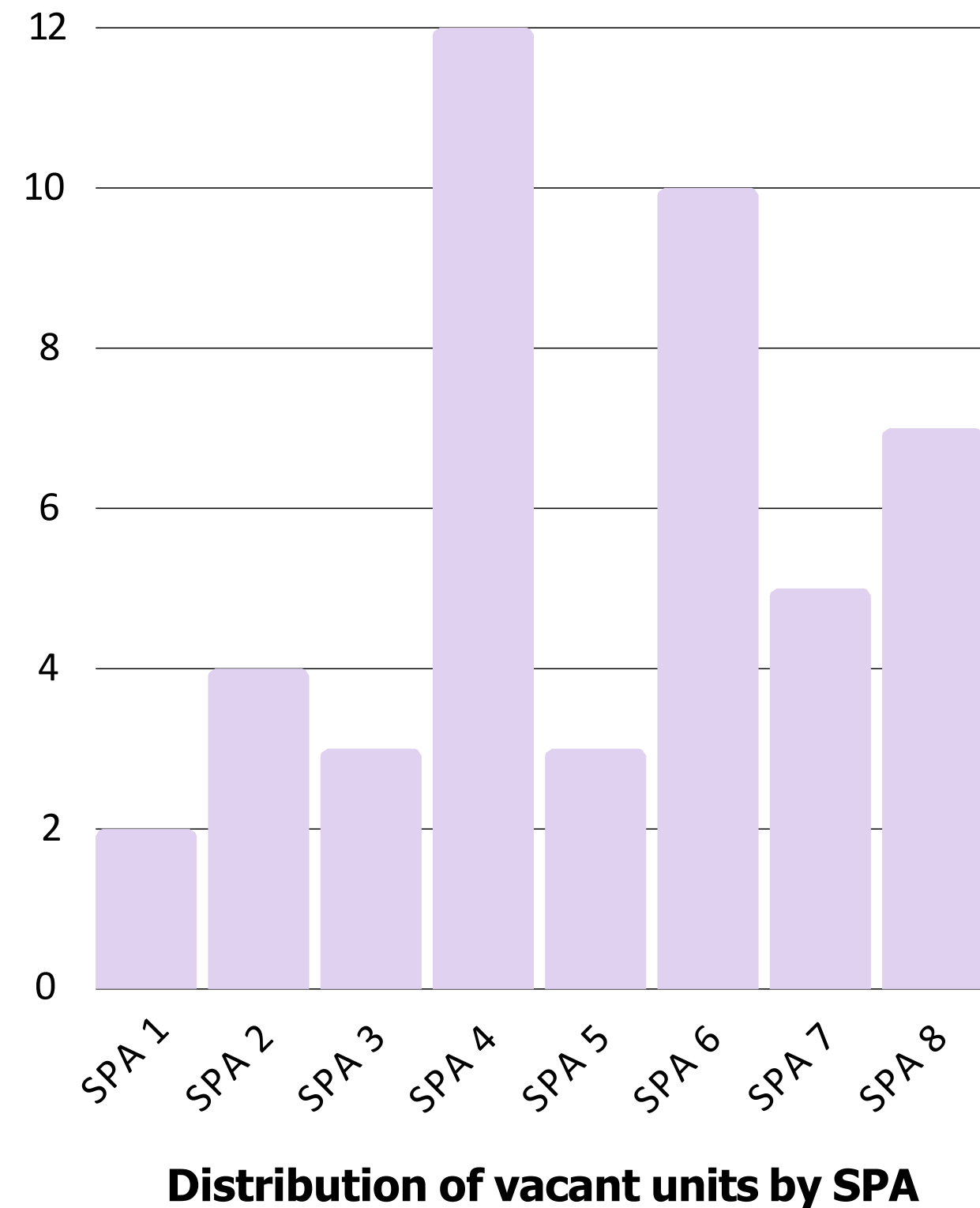
Move-in Payments &
Assistance



Wraparound Support &
Account Management

TBV Portfolio Snapshot

- **Approximately 3,300** units currently leased up
- **822** units acquired in 2023
- **46** active units in current vacancy portfolio
- **Goal:** additional 1500 units by 2025



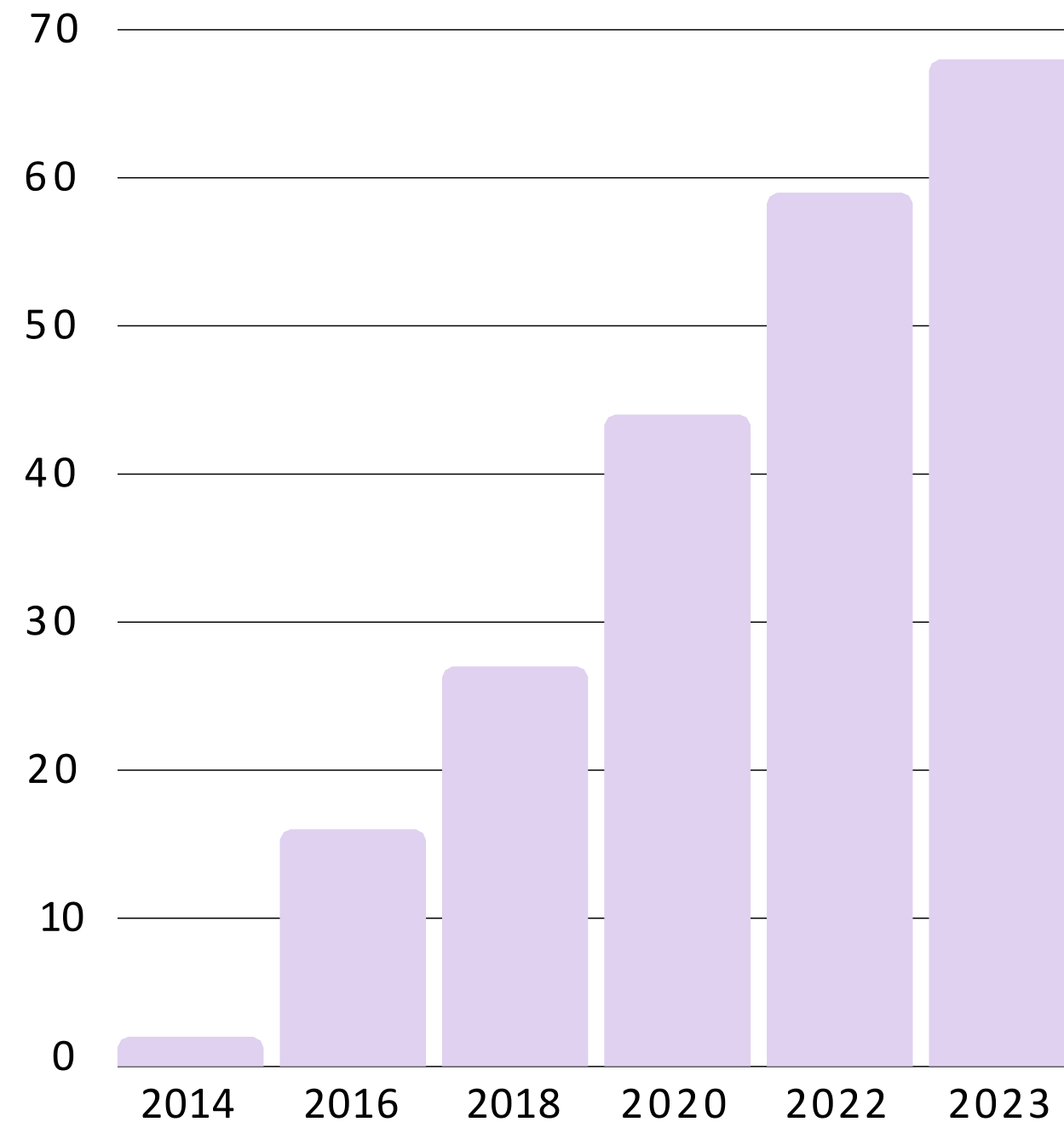
Master Rent Subsidy Agreement (MRSA)



The MRSA is a subsidy agreement between Brilliant Corners and the Property Owner. It is not a master lease given that BC is not the tenant of the building and the client still holds a lease with the Owner.

Term Length	<ul style="list-style-type: none">• 5 years with option to extend
Number of Units	<ul style="list-style-type: none">• Subset of units or the whole building
Security Deposits	<ul style="list-style-type: none">• Security deposits provided for all units
Vacancy Coverage	<ul style="list-style-type: none">• 60 days of vacancy coverage upon turnover of unit
Referrals	<ul style="list-style-type: none">• County Partners refer clients to a unit within 60 days
Rents	<ul style="list-style-type: none">• Program rent amounts are capped at PHA FMR/VPS

PBV Portfolio & Pipeline Snapshot



Total number active sites in portfolio by year

Portfolio

- **73** MRSA agreements executed
- **67** sites with Occupancy
- **1,872** active units
- Largest building has **106** units

Pipeline

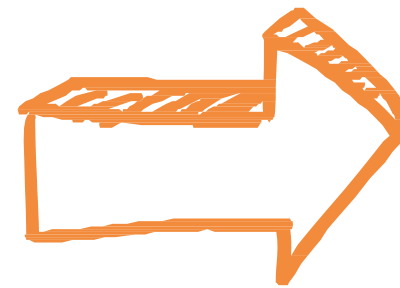
- **13** projects (588 units) opening by 2025
- **Goal:** additional 691 units by 2025

PBV Procurement Snapshot



Procure projects that support the development of PSH in privately owned units via RFP process. Awarded projects receive 5 year commitments for operating subsidy and accompanying services.

- **Tenancy Supports Services**
- **On-Site ICMS**
- **Operating subsidy** may include
 - Rental subsidy
 - 60-day Vacancy coverage
 - Security deposits
 - Damage mitigation



- **10** Projects awarded via Summer 2023 RFP
- **450** units procured
 - **3 HHIP** Projects
 - **137** units
 - **7 ODR** Projects
 - **313** units



New RFP opened Jan 22nd 2024

Success Stories

NPR featured the Flex Pool and our amazing participant **Tameka Swain**, who was connected to Brilliant Corners through the Office of Diversion and Reentry after experiencing incarceration and homelessness. She now lives in a one-bedroom unit in Inglewood, is back in school, and started her own podcast. **Tameka credits her success to her support network, including her Brilliant Corners Housing Coordinator, Lorena, and her case manager.**

“It feels like a second family,” Swain says, “somebody that I could call when I’m in need, to even talk or be around.”



A photograph of a row of colorful, multi-story houses with various window styles and colors (green, yellow, white, blue). A street lamp is visible in the foreground.

Thank You

Please contact us with any further questions:

Sophia Rice, Director of Housing Services | Brilliant Corners

srice@brilliantcorners.org | 213-926-0162



LAHSA

Los Angeles Homeless Services Authority

LAHSA Centralized Unit Acquisitions Strategy

February 2024

Why a Centralized Unit Acquisitions Strategy?



LA is one of the least affordable housing markets with one of the highest rates of homelessness

Housing is the most precious resource in addressing homelessness

Every housing resource's effectiveness needs to be maximized

Put an end to in-system competition

Making sure that every acquired unit for the system is utilized

LAHSA's Centralized Unit Acquisitions Strategy will provide...

Dedicated support to service providers – LAHSA UA staff will be assigned to SPAs and work in partnership with agencies in the field, while coordinating with the overall system

Support system throughput – LAHSA UA will rely on Active System Management data to support community-based housing navigation to accelerate connection between client, housing resource and vacant units

Coordinated housing location activities – LAHSA UA will support the unique relationships service providers have with landlords and work to inventory units and address in-system competition by managing unit price points

Regionalized engagement – LAHSA UA will treat each SPA uniquely by considering the region's homeless housing needs and its rental housing market through small, medium and large landlords



Housing Location Support

- Centralized, coordinated and nuanced support for all service providers
- Dedicated data management to ensure dynamic monitoring and updates on unit availability
- Housing searches based on the needs and market of SPA
- Coordinated negotiations and rent determinations



Active System Management

- Actively working in partnership with community navigators and locators to match people to units quickly
- Data driven activities to inform regional and system throughput
- LAHSA facilitated daily huddles to drive and coordinate unit acquisition activities
- Ensuring coordinated efforts to efficiently use all housing resources



Unit Acquisition Products

- Predictable Rental Assistance
- Dedicated POCs
- SPA based Risk Mitigation Support
- LAHSA Master Leasing
- RPSS
- Developing new Landlord Incentives and UA Products

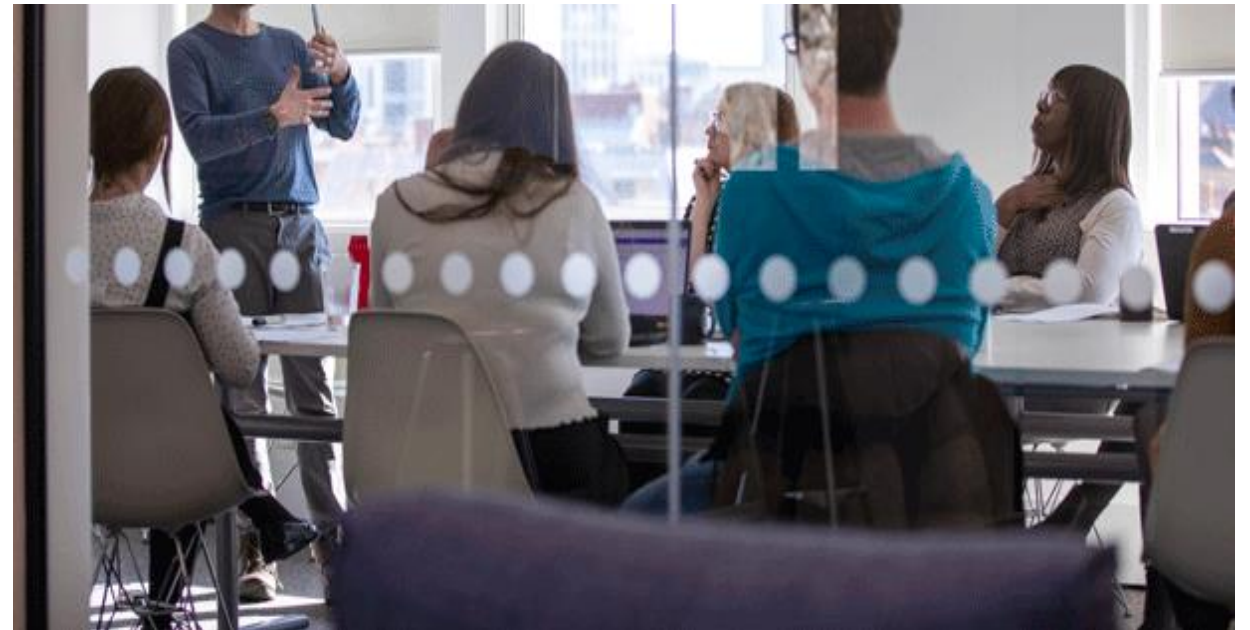
What is Housing Location?

LAHSA Housing Location

By June 2024, Housing Location will **transition** from PATH to LAHSA. **LAHSA Housing Location** will differ as it will perform as a **system function** supporting homeless housing programs throughout the system.

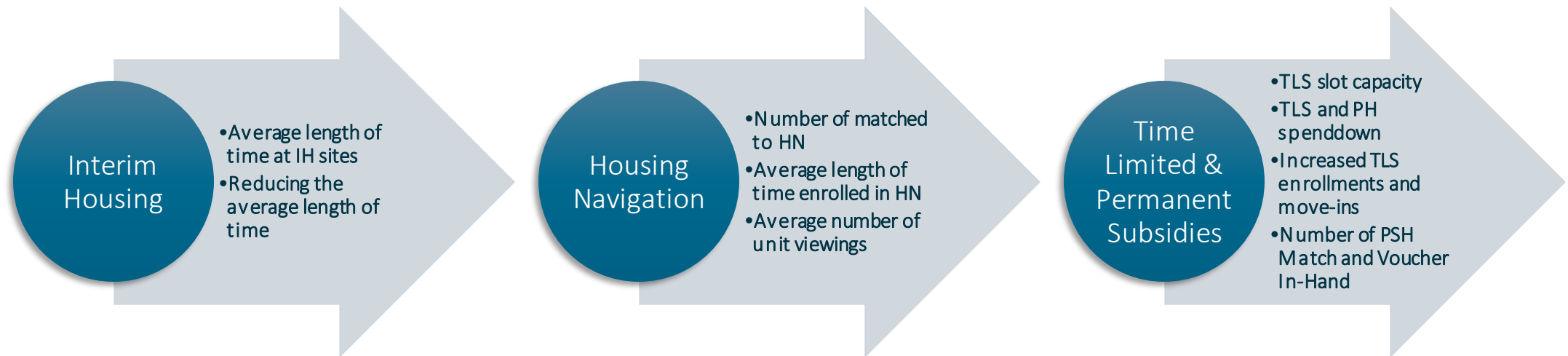
LAHSA Housing Location will be **deployed amongst the community** and help to develop coordinated strategies to find units for participants. It will deploy **Unit Acquisition Products**, such as landlord incentive programs, master leasing and mediation services as tools to secure units.

LAHSA Housing Location will rely on **active system management** data sets to inform SPA housing needs and quickly connect participants to permanent housing opportunities.



Active System Management (ASM)

LAHSA Housing Location will utilize ASM data to determine regional housing needs and impact. The goal is to rely on data to utilize housing resources and promote system throughput.

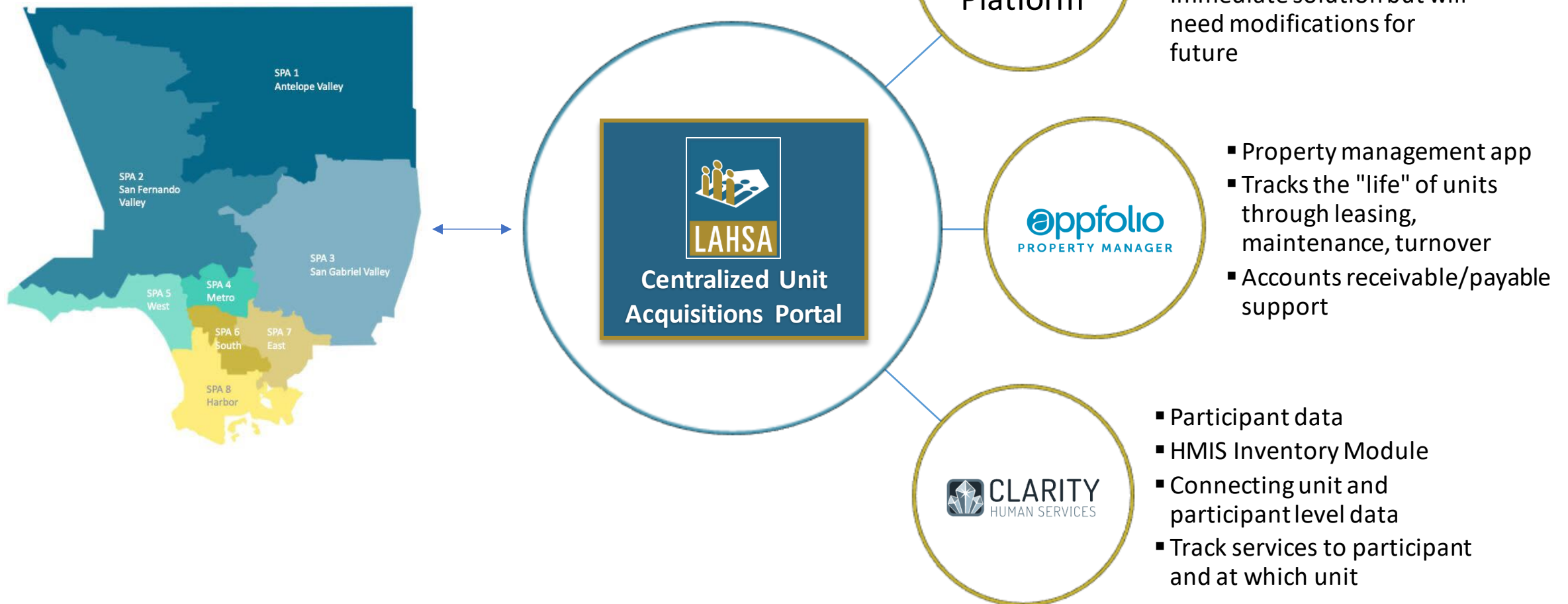


- Are people moving through the system?

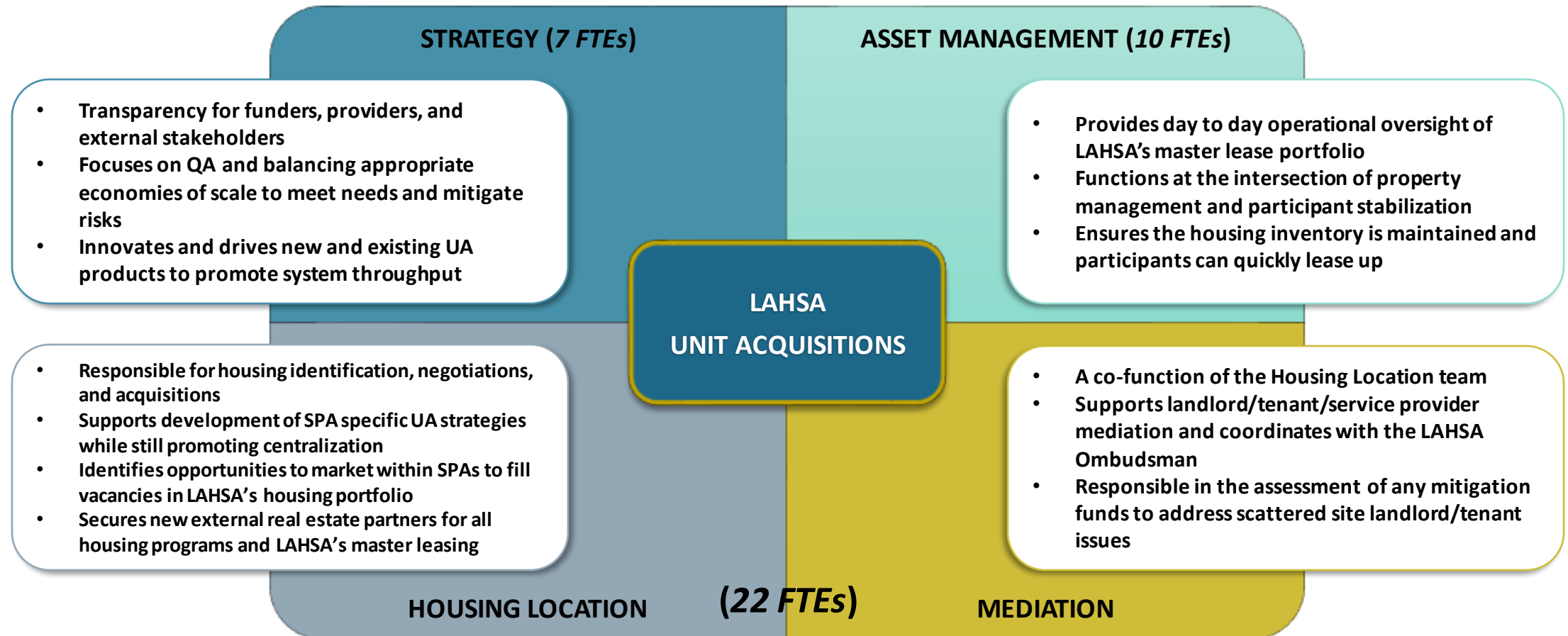
- Who requires immediate housing location assistance?
- Is housing search and placement being efficiently done?

- Are resources being efficiently utilized?
- Are people successfully exiting out of the system?

A central UA database will connect all applications into a seamless user experience for front and back-end users and will serve as the repository of all housing units for the system to be able to search, schedule viewings, and apply for units.



LAHSA UA Staff Capacity Development

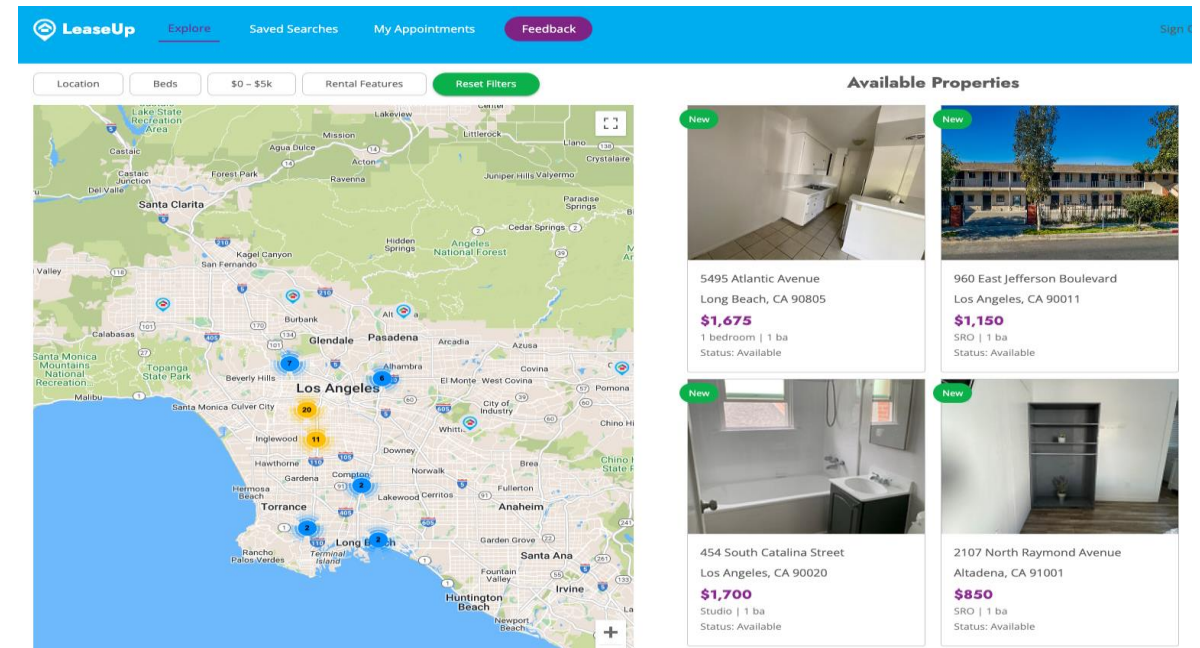


Unit Acquisitions Product

Resident Property Support Services (RPSS)

RPSS is a landlord incentive program administered through PATH LeaseUp. It seeks to secure units by providing owners with a monthly cash incentive and assigns a residential coordinator to the unit who works closely with the owner and/or property manager to support reduced screening criteria.

Since FY21-22, the RPSS program has acquired **801 units** and leased up **606** of those units.



Unit Acquisitions Product

LAHSA Master Leasing

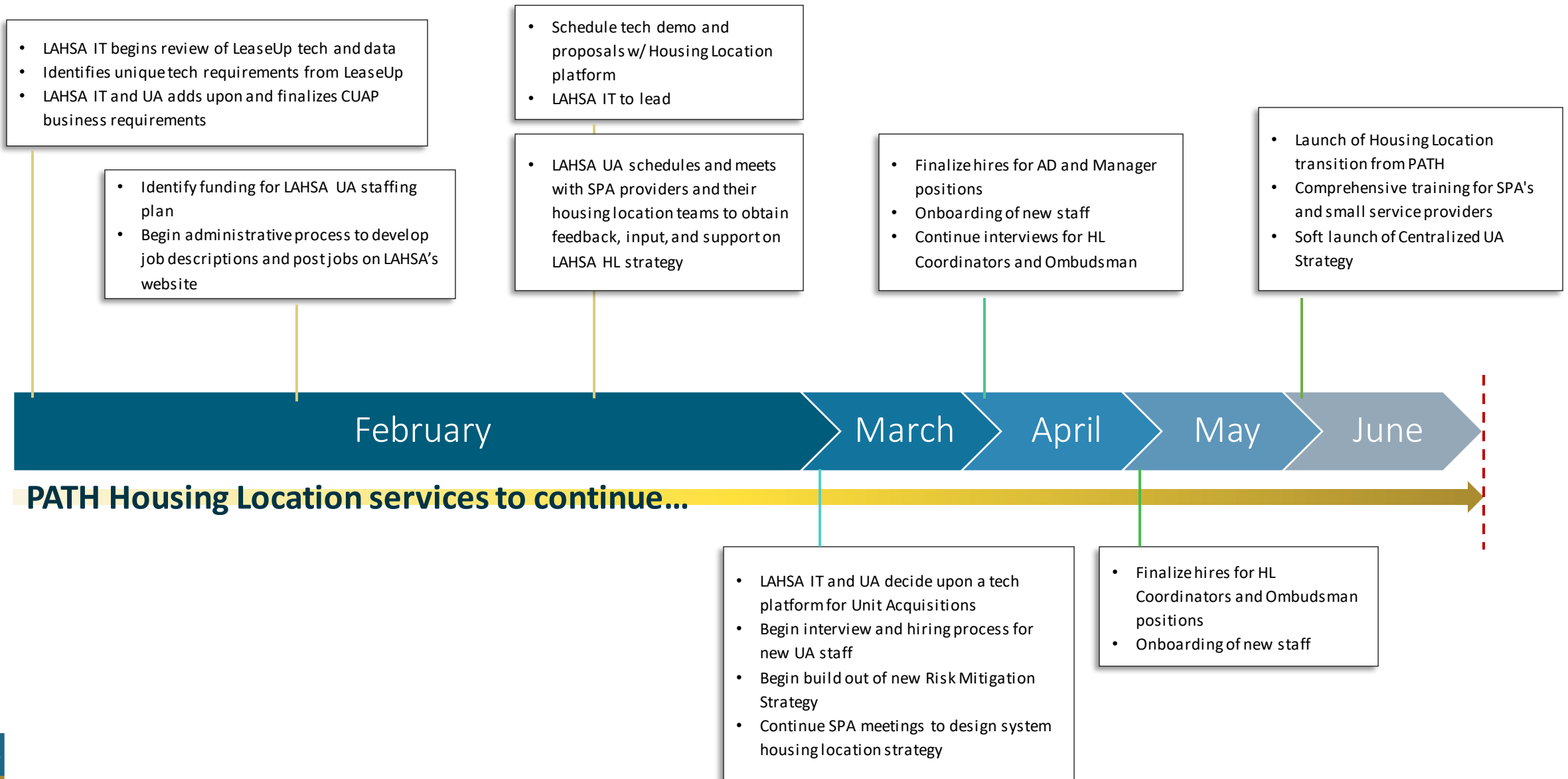
Under **LAHSA's Master Leasing**, LAHSA leases entire buildings and individual apartments (scattered site) to immediately house people experiencing homelessness.

There is no screening criteria and buildings are supported with a fiscal agent, property management, 24/7 security, and onsite supportive services.

LAHSA's Master Leasing officially launched in November 2023. Since then, it has **106 units leased**, **145 units routing** to be contracted by February 2024, and **387 units in the pipeline**.



TIMELINE



Questions