CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING SERVICES PROGRAM

AWARDEE ORIENTATION

September 13, 2022
Updated: April 15, 2023

Chief Executive Office.

County of Los Angeles
Homeless Initiative

CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING SERVICES PROGRAM

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CCOGIHS ORIENTATION PRESENTATION

AGENDA

1. Welcome and Introduction

2. Purpose of the Orientation

3. CCOGIHSP Program background (5 minutes)

4. Interim Housing Scope of Required Services (20 minutes)

5. Shelter Improvement Initiative (15 minutes)

6. Expanding Permanent Housing Capacity (50 minutes)

7. Next Steps

WELCOME PARTNERS!

Awardees
City of Baldwin Park & San Gabriel Valley Housing Trust
City of Bellflower
City of Culver City
City of Montebello
City of Pomona
City of Redondo Beach
City of West Hollywood

Advisors
CEO – Homeless Initiative
Department of Health Services
Los Angeles Community Development Authority
Brilliant Corners
Los Angeles Homeless Services Authority (LAHSA)
PATH
United Way of Greater LA

AWARDED PROJECTS
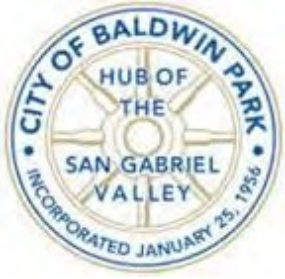
Esperanza Villa
Opened in Nov. 2021. 25 pallet shelters for adults.
Aims to serve 35 participants annually.
Aims to establish 10 permanent housing units.

Project Homekey Interim Housing (IH) and Permanent Supportive Housing Project
To be opened in 2023.
38 IH and 35 Supportive Housing.
Aims to serve 100 participants annually.
Aims to establish 38 permanent housing units.

New Hope Shelter
Opened in May 2020. 50 congregate beds.
Aims to serve 100 participants annually.
Aims to establish 30 permanent housing units.
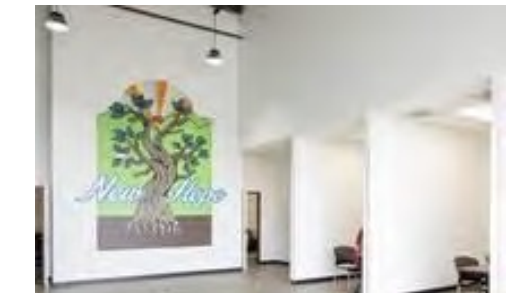
AWARDED PROJECTS

Operation Stay Safe
Opened in May 2022.
30 units for adults.
Aims to serve 105 participants annually.
Aims to establish 20 permanent housing units.

Family Interim Housing Services Program
To be opened in 2023.
Five apartments for families.
Aims to serve 10 families annually.
Aims to establish 50 permanent housing units.

AWARDED PROJECTS

Pallet Shelter Program

Opened in December 2020.

20 homes for single adults.

Aims to serve 60 participants annually.

Aims to establish 10 permanent housing units.

The Holloway Interim Housing Program

To be opened in 2024.

20 units for adults.

Aims to serve 75 participants annually.

Aims to establish 49 permanent housing units.

City of West Hollywood
California 1984

CCOGIHSP: Background

BACKGROUND:

- The Board approved $10 million to establish the CCOGIHSP to support services at interim housing projects cited by local jurisdictions. Funded with State Homeless Housing, Assistance and Prevention Program Round 3 funding.

- Aims to support programs and activities based on evidence-based solutions that prevent, reduce, or end homelessness.

DESIRED OUTCOMES:

- Reduce the number of people experiencing homelessness (PEH).

- Increase the number of people exiting homelessness into permanent housing.

- Establish partnerships and leverage resources to increase the permanent housing capacity.

CCOGIHSP: PROGRAM REQUIREMENTS

Scope of Required Services (SRS)

1. Adult Program:

   - SRS for Crisis Housing (Adult Program)

2. Family Program:

   - SRS for Families

   - SRS for Families Program Appendix

3. Adult and Family Programs:

   - LAHSA Program Standards

   - LAHSA Facility Standards
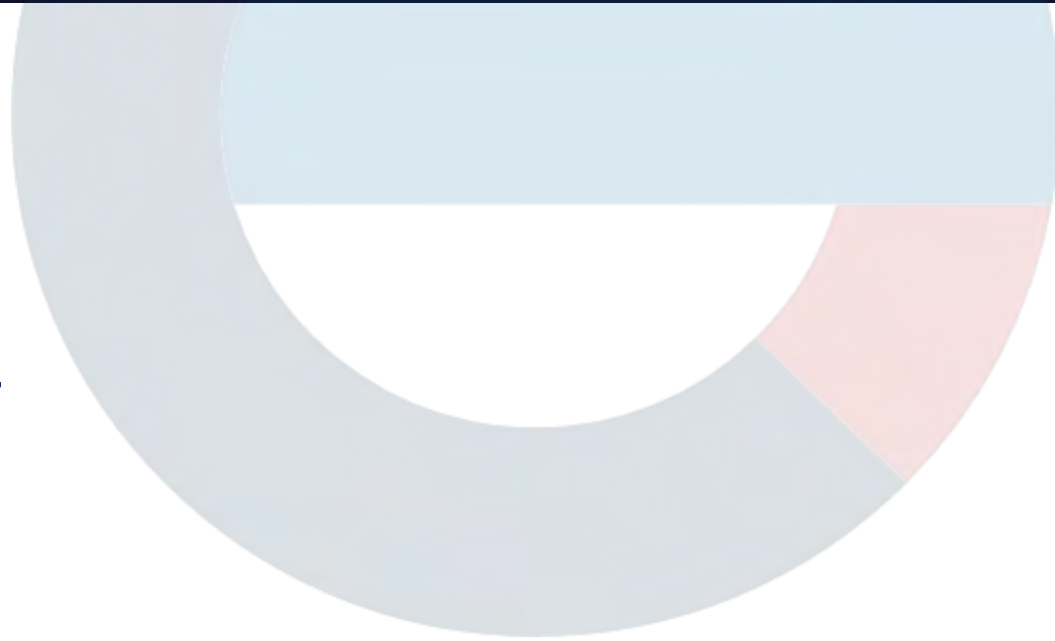
CCOGIHSP: PROGRAM REQUIREMENTS

1. Operate # interim housing beds during the contract term.

2. Serve at least # unduplicated clients per quarter (depends on the throughput and permanent housing capacity).

3. Maintain an overall 95% occupancy rate beginning 30 days after the CCOGIHS beds are opened.

4. Within 30 days of contract execution submit a procedure to make beds available regionally when occupancy falls below 95%.

5. A minimum of 40% of Program participants exit to permanent housing at time of Program exit.

6. Within 90 days of contract execution submit a Partnership Plan describing how the City will partner with LAHSA, County Depts. and community partners to secure permanent housing for the Program clients to transition to.

7. Identify and secure at least # permanent housing units for the Program clients to exit to during the contract term.

Cities and COGs Interim Housing Orientation

Los Angeles Homeless Services Authority

September 13, 2022

Emily Andrade, Director, Interim Housing

Jaclyn Grant, Associate Director, Interim Housing

Agenda

LAHSA

Core Principles for
Interim Housing Programs

Interim Housing Program Design

All Interim Housing programs operate in strong alignment with:

Low barriers to entry and participation

Trauma-informed care lens

Housing First approach

Harm reduction principles and practices

Low Barriers to Entry and Participation

- Minimize requirements or rules that prevent access or lead to removal
- Prioritize shelter, housing, and service connection over requiring behavior change and implementing disciplinary measures
- Individual needs and challenges accommodated as much as possible while ensuring overall safety and success for all participants and staff members

Examples of Application:
- Intake hours on evenings and weekends encouraged
- Program rules are primarily focused on safety (avoidance of unnecessary rules)
- CES Survey/Assessment Tool not required for entry

Trauma-Informed Care Lens

- Recognizes multifaceted nature of trauma and trauma's effects on people experiencing homelessness
- Principles of trauma-informed care include fostering safety; building trustworthiness and transparency; leveraging peer support and mutual self-help; encouraging collaboration and mutuality; promoting empowerment, voice, and choice; considering cultural, historical, and gender-based issues

Examples of Application:
- Transparency about program guidelines and processes
- Opportunities for meaningful participant feedback
- Trainings for staff on trauma and its impacts

Housing First Approach

- Focus on access to housing and services without preconditions
- Promotes participant choice
- Empowers individuals to grow/expand support network

Examples of Application:
- Participants identify their own goals, priorities, and desired intensity of services with the support of trained staff
- Avoidance of unnecessary "screening" processes for housing programs

Harm Reduction Principles and Practices

- Evidence-based public health strategy
- Seeks to provide tools to persons practicing risky behaviors to help reduce adverse consequences, while also providing resources to enable positive behavior change
- Core principles: preserve life and health; multi-faceted interventions; individual rights and autonomy; reduce stigma

Examples of Application:
- Training on Naloxone administration and availability of Naloxone on-site
- Sharps containers
- Education on substance use practices that reduce health and safety risks

Program Overviews

Crisis/Bridge Housing for Adults

Scope of Required Services Highlights

Eligible Population: Individuals who are 18 or older and experiencing homelessness (HUD Category 1 or 4)

Length of Stay: Dependent on individual need; goal is to link participants to housing within 90 days

Required Residential Services:

- 24-hour residential services and trauma-informed security
- Meals (Breakfast, Lunch, Dinner)
- Bathrooms and showers
- De-escalation, crisis intervention
- Harm reduction practices
- COVID-19 prevention and response practices

Scope of Required Services Highlights

Required Supportive Services:

- Problem solving interventions
- Case management services
- Referral and linkage support to public and community-based agencies
- Coordination with assigned Housing Navigation programs
- Exit planning, with focus on exits to housing destinations

Additional Requirements:

- HMIS data collection
- Quarterly reporting
- Participant grievance and feedback processes
- Alignment with Facility Standards and Program Standards

LAHSA

Pathways to Housing from Adult Interim Housing

```
Interim Housing ─┬─ Problem Solving ──── Housing through Social Network or Mainstream Resources
                 │
                 ├─ Housing Navigation ─┬─ Time Limited Subsidy Program
                 │  (Program assigned   │
                 │   to IH site)        └─ Housing with Emergency Housing Voucher or Housing Choice Voucher
                 │
                 ├──────────────────────── Project-Based Permanent Supportive Housing
                 │
                 └─ Self-Resolution ──── Housing through Personal Resources, Social Network, or Mainstream Resources
```

LAHSA

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Adult Interim Housing Linkage to Housing Navigation

Interim Housing Programs play key roles, including:

- **Reduce barriers to access and participation** to ensure as many people as possible experiencing homelessness who are interested in accessing IH can do so
- Focus on **day-to-day health, safety, and stability** of participants within IH program
- Engage in **ongoing problem solving** to explore potential housing resolutions
- Support participants in **securing identification documents**, as well as linkages to resources to address immediate and short-term needs
- **Identify participants** who are eligible for Housing Navigation referrals
- **Submit referrals** for eligible participants within HMIS and via Resource Coordination Meetings
- Host and facilitate **Resource Coordination Meetings** with HN & TLS providers
- **Collaborate with HN and TLS providers** to promote smooth service linkages and exits to permanent housing for participants

LAHSA

Crisis Housing for Families

Scope of Required Services Highlights

Eligible Population: Families experiencing homelessness (HUD Category 1 or 4)

Family Definition:

- <u>Family</u>: Households consisting of one or more minor children (17 or under) in physical custody or under the guardianship of one or more adults who are living together. This includes households with same-sex partners, families with intergenerational or extended family members, unmarried couples with children, families with adults who are not the biological parents of the children, and households without minor children in which one member is pregnant, or a household with a qualified dependent.
- <u>Qualified Dependents</u>: An individual over the age of 18 who is: (a) Incapable of self-sustaining employment by reason of mental or physical disability, and (b) is dependent upon a parent or guardian for support.

Scope of Required Services Highlights

Length of Stay: Dependent on household need; goal is to link participants to housing within 90 days. Program Extension forms utilized every 90 days.

Required Residential Services:
- 24-hour residential services and trauma-informed security
- Meals (Breakfast, Lunch, Dinner)
- Bathrooms and showers
- De-escalation, crisis intervention
- Harm reduction practices
- COVID-19 prevention and response practices
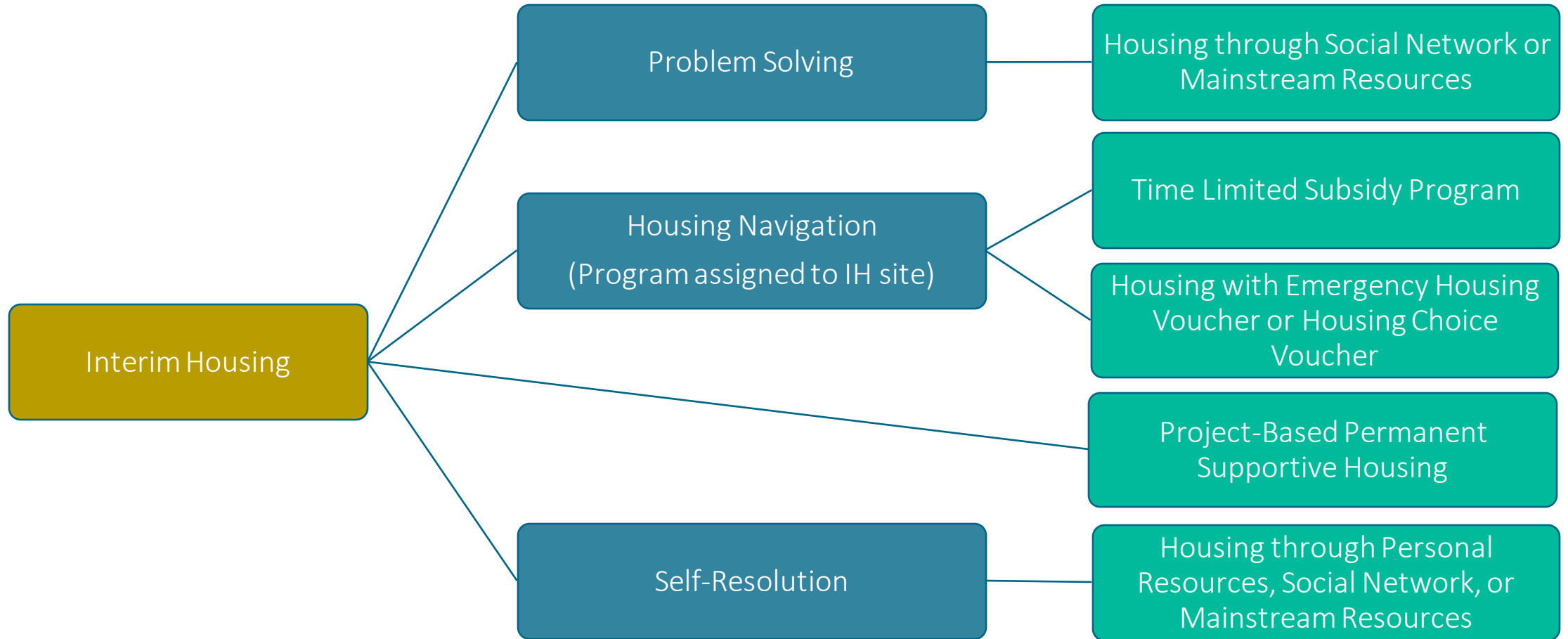
Scope of Required Services Highlights

Required Supportive Services:

- Problem solving interventions
- Case management services
- Referral and linkage support to public and community-based agencies, including SPA-based Housing Navigation and Time-Limited Subsidy programs
- Exit planning, with focus on exits to housing destinations

Additional Requirements:

- HMIS data collection
- Quarterly reporting
- Participant grievance and feedback processes
- Alignment with Facility Standards and Program Standards

Pathways to Housing from Interim Housing
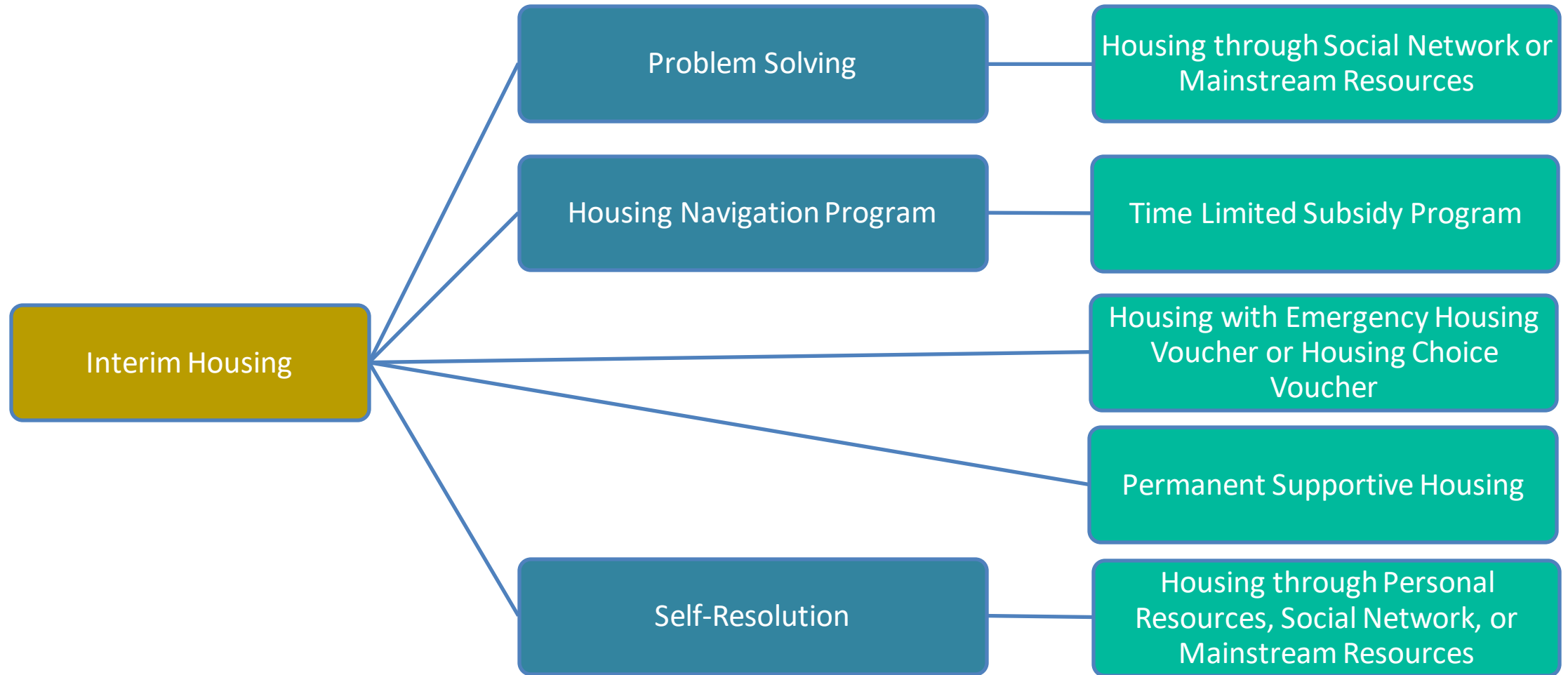
Interim Housing Linkage to Housing Options

Interim Housing Programs play key roles, including:

- **Reduce barriers to access and participation** to ensure as many people as possible experiencing homelessness who are interested in accessing IH can do so
- Focus on **day-to-day health, safety, and stability** of participants within IH program
- Engage in **ongoing problem solving** to explore potential housing resolutions
- Support participants in **securing identification documents**, as well as linkages to resources to address immediate and short-term needs
- **Refer eligible participants** to Housing Navigation and Time-Limited Subsidy programs
- **Collaborate with HN and TLS providers and other system partners** to promote smooth service linkages and exits to permanent housing for participants

Program Outcomes

Interim Housing Program Outcomes

Performance Metrics:

- Program Utilization

- Exits to Permanent Housing

- Data Completion and Quality

Report Frequency: Quarterly using HMIS

Provider Resources

Recurring Meetings and Trainings

- Monthly Regional System Implementation Meetings, by population served

- Weekly DHS & DPH Learning Collaborative

- Ad Hoc LAHSA Interim Housing Provider Convenings

LAHSA Website Resources

- Document Library: https://www.lahsa.org/documents

- Educational Resources & Policy Guidance:

  https://www.lahsa.org/policy/educational-resources

LAHSA Website Resources, Continued

- Centralized Training Academy: https://lahsa.configio.com/

  Sample of Trainings Available through CTA:

Motivational Interviewing	Direct Services Training	Document Collection	Problem-solving	Racial Equity Training Series	Housing First
LGBTQIA+	Working Through Challenging Behaviors	Behavioral Health De-escalation: Prevention, Intervention And Afterwards	De-escalation Of Suicidal Thoughts And Behaviors	De-escalation Of Anger-driven Risk	Safety And Crisis Prevention Intervention And Response
Overdose Education And Naloxone Distribution	Harm Reduction	Quality Standards	Trauma Informed Care	Burnout Prevention	Boundaries And Ethics

MINIMIZE TRAUMA & SUPPORT RESILIENCY THROUGH DESIGN

HOME FOR GOOD
POWERED BY UNITED WAY

SHELTER IMPROVEMENT INITIATIVE

Investing in Trauma-Informed Design and Care to Improve Client Experience and Shelter Outcomes

Who We Are

Home For Good is a collective impact initiative launched in 2010 and powered by United Way of Greater Los Angeles.

- **We unify the community around a bold vision for ending homelessness in L.A. County, pioneer promising approaches, and coordinate across diverse, multi-sector coalitions to scale the most transformative, equitable solutions.**

- **We are committed to ensuring that community members impacted by homelessness are credibly engaged in the development of solutions to end homelessness.**

- **Our approach is summarized in four main ways: We create a unified vision, we convene experts and decision makers, we optimize private and public resources & we transform policies and systems.**

The best way to create more shelter capacity is to fully utilize current beds and to improve efficiency and outflow from street to home.

- **Across L.A. County, unsheltered homelessness has increased by 55% since 2015.**

- **There are over 47,098, people living in tents, makeshift shelters, or are otherwise unsheltered.**

- **30% of the homeless population is sheltered**

- **Due to decompression, there was a 23% loss of congregate shelter capacity in 2020-21.**

- **There is an 82% utilization rate across the crisis shelter beds in LA County (as of 2020)**

L.A. County has a continued undersupply of interim housing relative to the need.

Congregate Shelters in Los Angeles

A homeless service system with balanced resources should have **five permanent homes** for every **one temporary bed** to maximize bed utilization and flow through the system.

According to LAHSA, the Los Angeles system is closer to 1 to 1.

Unbalanced

Slower housing placements & fewer exits from homelessness

A hold up of interim beds & 6-month+ average stays

Balanced

Interim beds reused with 2-month average stays

Faster housing placements & more exits from homelessness
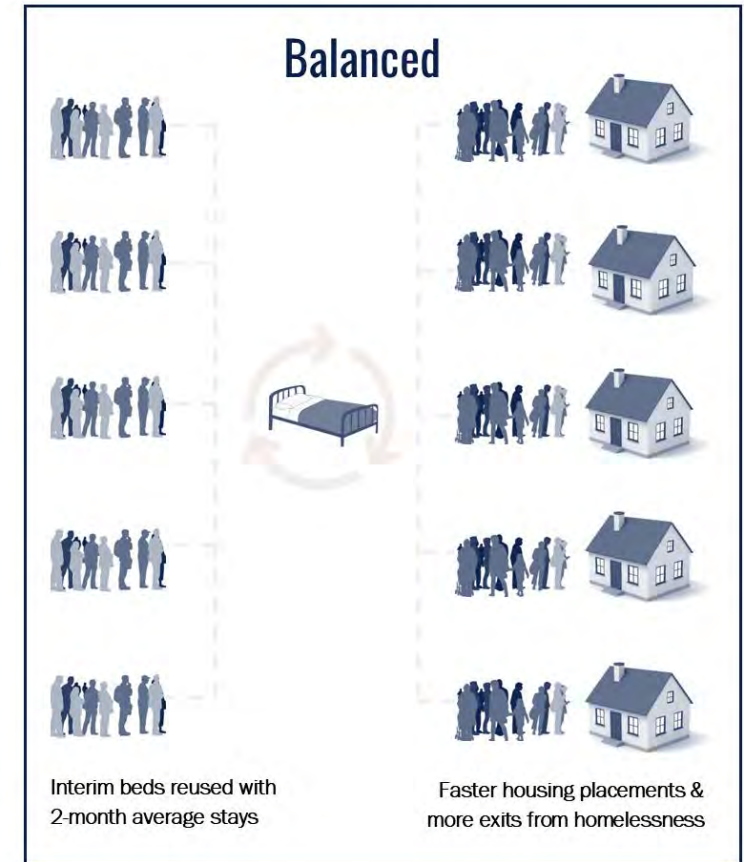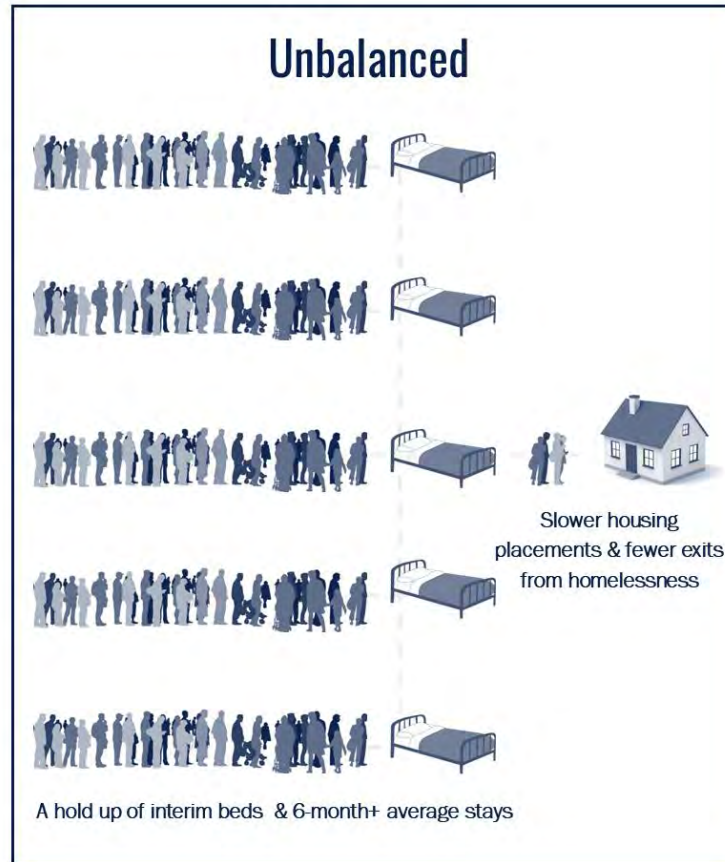
Shelter Improvement - Objectives & Goals

The Shelter Improvement Initiative targets specific, existing LA County adult shelters for facility and operations upgrades to create safer, low-barrier, trauma-informed, housing-focused spaces.

Invited providers are primed and ready for significant capital and service delivery upgrades with the goal of:

- Increasing utilization rates to 95%

- Decreasing lengths of stay and increase exits to permanent housing

- Impacting ~1,550 interim beds (post-decompression)

SII Process:

Multi-phased project approach that consists of:

- Review of shelter performance data from systems partnerships to determine which providers were invited and best fit for support.

- Strong emphasis on racial equity, given that every interim housing program serves disproportionate number of BIPOC clients.

- Initiative incorporates people with lived expertise, who provide input and recommendations to the project portfolio.

- Quantitative and qualitative data collection: Surveys of client guests and staff as well as assessments of physical sites and service delivery models. All surveys were created specifically for this project in partnership with Barbara Poppe & associates.

- Providers will receive individualized assessments with recommendations on how to strengthen shelter operations to better serve guests.

- Capital grants and service delivery TA to implement recommendations (current stage)

- Qualitative/Quantitative evaluation to determine impact

Applicant Snapshot – Shelter Improvement Initiative
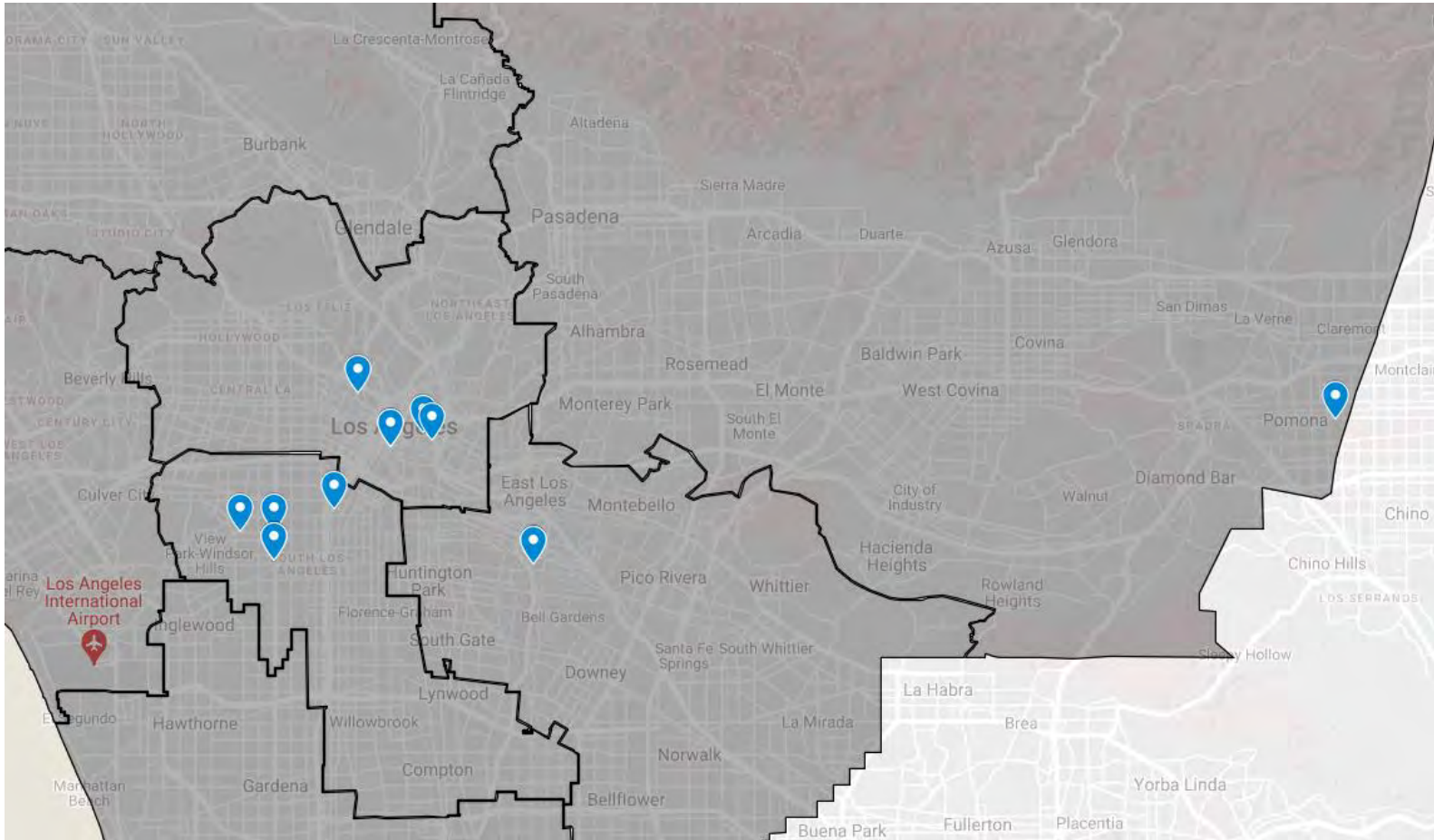
Nine providers have been awarded funding:
- Catholic Charities of LA
- City of Pomona
- First to Serve
- LA Global Care
- The Midnight Mission
- Proyecto Pastoral
- Testimonial Community Love Center
- The Salvation Army
- Volunteers of America of LA

Regions Served By Project:
- San Gabriel Valley
- Metro LA
- South LA
- East LA

Trauma-Informed Design

Design for the Homeless Populations

Lori Selcer

Pam Light

The video is available at this link:
https://www.dropbox.com/s/1ejlcfopfcqkkdh/TID%20-%20Draft%202.mp4?dl=0

THANK YOU

Carter Hewgley, Director of Homeless Initiatives

chewgley@UnitedWayLA.org

Expanding Permanent Housing Capacity

LOS ANGELES HOMELESS SERVICES AUTHORITY

September 13, 2022

Nareh Alexani, Associate Director of Permanent Housing
Veronica Gonzalez, Manager Time Limited Subsidies
Thomas Wong, Manager Unit Acquisitions

REC

A New Vision, A New Direction

Since the first Measure H report was published in 2019, we have been evaluating our system and meeting with providers, elected officials, government partners, and people with lived experience to ensure we effectively address homelessness in our community.

These conversations have helped us develop a new vision and direction, which will allow us to drive the LA area's regional rehousing system to end homelessness for more people faster.

HD

LAHSA

Why is it important to create a flow through from Interim Housing to Permanent Housing?

- The current data shows there is roughly 17% placements from Interim Housing (IH) programs to Permanent Housing (PH).
- There were no direct pathways originally to guide participants from their Interim Housing programs to a permanent housing unit. One of the largest gaps we saw is there was a lack of Housing Navigation services to be offered to Interim Housing participants as well as the lack of associated housing programs to provide move-in costs, rental assistance, etc.
- Without those integral components, participants placed in Interim Housing Programs were relying on their own knowledge and skills to locate units in collaboration with the case management services offered through Interim Housing; however, most clients need more case management to fully understand the scope of moving into a new housing unit, maintaining that unit (cleanliness, being a good neighbor, etc.), along with improving skills and income to ensure retention in housing.

LAHSA

Pathways to Housing for the Adult System
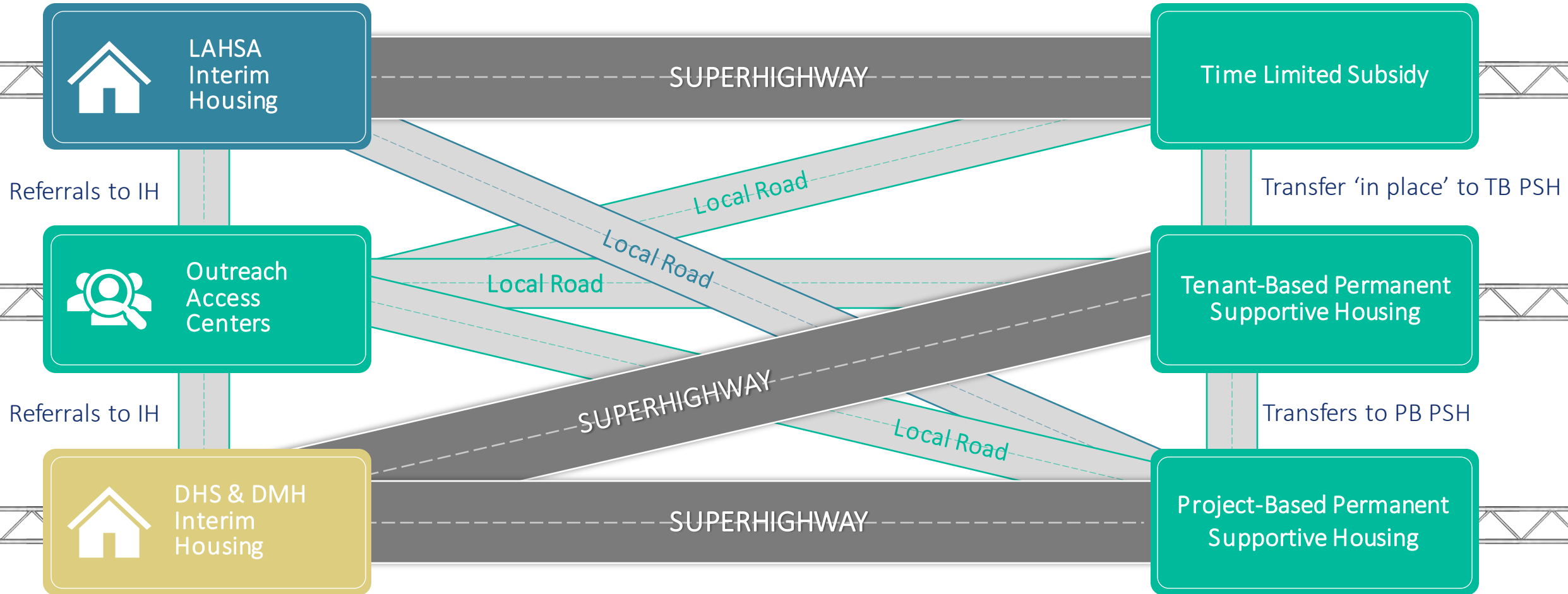
General Roles and Program Connections

Interim Housing Staff

- Problem Solving conversations and Doc Collection
- Roster management and facilitates Resource Coordination Meetings
- Referring to open Housing Navigation slots
- Trauma informed shelter management/Crisis intervention

Housing Navigators

- Roster Management, and participates in Resource Coordination Meetings
- Receives Housing Navigation referrals
- Manages all aspects of the housing search
- All Pre-Lease up activities
- Referral to Time Limited Subsidy

Time Limited Subsidy Case Manager

- Participates in Resource Coordination meetings where applicable.
- Receives Housing Navigation referrals
- Assist with move in support and other financial services
- Provide retention services and supportive services

LAHSA

IH to HN and TLS Process Flow: Adult System

Participant enters Interim Housing (IH)

Step 1 — Participant is enrolled

Step 2 — IH assists with Docs

Step 3 — Participants are referred to open slots in HN when they have docs based on longevity in IH or they have an EHV in hand

Step 4 — *HN enrolls the referred* participant, Slot filled.

Step 5 — HN assists with housing search, application and move-in

Step 6 — Participant applies for unit, *HN alerts TLS to hold a vacant slot*.

Step 7 — When participant is approved, *TLS enrolls them,* and TLS and HN assist with lease-signing and move-in

Step 8 — When participant is settled in new unit, *HN exits them (creating a vacant slot)*

Step 9 — TLS works with participant on unit retention

Step 10 — Progressive Assistance with case management and rental assistance

Step 11 — TLS assists with preparation for transitioning out of the program

Step 12 — When participant is ready, *TLS transitions them out* with resources.

Step 13 — *TLS exits* participant from program, *opening a slot*.

Housing stability

Referrals

Adult (single) Housing Navigation programs referrals will come from Interim Housing programs.

Contracting

Moving from contracted to serve to a slot-based model. This means that in a slot -based model HN programs will be serving a set number of participants in any given point of the contract vs contracted to serve which provides a set number being served in the given year.

Financial Assistance

Housing Navigation programs will be able to provide transportation, rental application assistance, Security Deposit and Landlord Incentives.

The Goals of Unit Acquisitions

1. **Optimizing system throughput**

2. **Improving system-wide permanent housing outcomes**

3. **Promoting system-wide competency to achieve a true Housing First approach in supporting Housing & Services Plans**

LAHSA Unit Acquisitions oversees and informs the overall body of work to locate, acquire, utilize and sustain permanent housing units for the Coordinated Entry System.

This is accomplished by providing *technical assistance and support* to agencies involved in unit acquisitions work and *coordinating* the appropriate resources that will promote permanent housing placement of people experiencing homelessness.

Technical Assistance and Support **may look like...**
- Assisting with negotiations
- Developing and maintaining landlord relationships
- Supporting in mediation cases
- Helping to problem solve difficult client cases
- Providing trainings and tools to conduct UA work

Coordination may look like...
- Connecting units to PATH LeaseUp's services and incentives
- Supporting in the leasing or pre-leasing of units
- Acquiring scattered, shared, and/or site-based housing units for programs
- Connecting tenants to services to prevent evictions

Unit Acquisitions is the comprehensive work that connects owners and their units to the system to support permanent housing placements.

Locate & Acquire

Marketing

Utilization

Mediation

Lease-In-Place and EHV Incentives

- **Objective:** *quickly* house participants and for Owners to receive rent *immediately* for their vacant unit, while EHV Request For Tenancy Approvals (RFTAs) are being processed.

- **How:** TLS programs may facilitate the move-in and pay 100% of rent up to the date of an executed Housing Assistance Payments (HAP) contract. Thereafter, the PHA will cover the agreed upon portion of the rent.

- **Incentives:** TLS incentives (up to $1500) may be combined with EHV incentives ($2500); the owner may also qualify for reimbursements of up to $5000 to meet HQS, if they did not pass.

Standardizing Owner Incentives

Brackets	Waived Screening Criteria
Bracket One - $500	• Income Requirements • Prior Evictions
Bracket Two - $500	• Credit Checks
Bracket Three - $500	• Background Checks

The owner receives the full incentive amount only if
1) participant is guaranteed the unit and 2) after the lease is signed.

RPSS is a multi-year incentive program administered by PATH LeaseUp.

The program provides a Baseline Incentive and two Additional Incentives.

An RPSS Coordinator supports on-site the residents, case managers, and property manager.

RPSS may also include PATH's Housing Partnerships Program's Risk Mitigation Funds.

LEASE Up
LOS ANGELES

BASELINE INCENTIVE
$90/unit/month

TWO (2) ADDITIONAL INCENTIVES
Each 5% of collected rents up to HUD FMR

REPAIRS & MAINTENANCE

VACANCY LOSS

PROPERTY MANAGEMENT

+

ON-SITE SUPPORT
Dedicated staff to support the site

RISK MITIGATION FUNDS
Up to $10,000 per unit to cover delinquent rents or property damages

All Security Deposit Opportunities

- LAHSA Funded Time Limited Subsidies (TLS) – provides up to two times the monthly rent as security deposit
- LAHSA Funded Problem Solving Funds: Can assist clients not attached to TLS or other housing programs with the security deposit
- United Way Flex Funds – apply through SPA leads; Clients qualify under- 1. Client Navigation 2.Crisis and Emergency. 3. Move in- a) Furnishing+ Houseware, b) utility + rental assistance. 4. Pet care 5. Strategic Retention for subsidized tenants.
- HACLA HAP- provides twice the rent as security deposit.
- LACDA HAP- provides twice the rent as security deposit.
- Other housing authorities*- some housing authorities may offer security deposit for EHVs.

Risk Mitigation Funds

- When Owners enroll into PATH LeaseUp they will have access to the program's Risk Mitigation Funds.

- Owners must agree to at least *one bracket of waived screening criteria* to be eligible.

- Risk Mitigation Funds may cover delinquent rents, arrears, and/or property damages up to $10,000 per unit under agreement.

- Owners may sign up for LeaseUp on their website LeaseUpLA.org

What is Your Role?

How can you partner?

- Review your multi-unit residential property list and contact property owners to pitch the programs
- Provide connections and assist in meeting with landlord connections you have in order to assist our UA Team in promoting the Residential Property Support Services (RPSS) program and the programs we have
- Review any vacancy listings in your city and reach out to property owners to pitch the programs
- Promote PATH LeaseUp's new RPSS program to property owners for stronger incentives
  - RPSS provides owners with an onsite Residential Coordinator
  - RPSS incentive is $90/unit/month, plus 10% of the unit's rent up to the HUD FMR per month
  - RPSS targets entire multifamily buildings and may apply to a single property management's portfolio of units
- Ensure providers/sub-contractors participate in HMIS and Resource Management Meetings to ensure clients are referred to Housing Navigation (HN).
- Ensure providers/sub-contractors dedicate time to data quality checks to ensure all information entered is accurate
- https://leaseupla.org/ PATH LeaseUp is a foundational resource for owners and providers. Owners benefit from the protections provided by LeaseUp incentives and providers may interact daily with LeaseUp's unit listings.

How can your assistance move participants into Permanent Housing?

- Given the lack of affordable units in the rental market, your efforts will provide viable units for participants into units they are able to maintain after graduating from the program.
- Participants have many housing opportunities including pathways to EHV, TLS, PSH, etc. However, those opportunities require affordable housing units. With the efforts of Cities and COGS like you all, we would be able to add more housing units to allow more participants the opportunity to obtain permanent housing.
- There will also be the larger support needed with you all to provide connections with any landlords working with your cities to allow our team the opportunity to present and promote our RPSS program.

APPENDIX

A unit acquisition goal should take into consideration what the optimal throughput of a specific initiative, interim housing program, staff case loads, etc. is and work towards achieving a corresponding rate of permanent housing move-ins over a certain period of time.

Input
Enrollment to an Interim
Housing site or initiative

$$\frac{\text{Number of Individuals to be Served}}{\text{Time}}$$

Ideal Rate of Throughput

Output
Permanent Housing
Placement
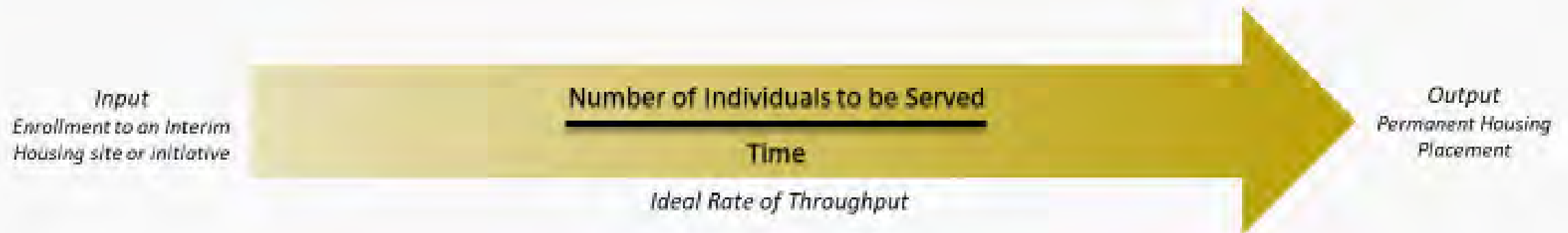
Landlord Engagement and Recruitment

Tip 1: Finding Units

- Beware of *Scams* and *Fair Housing Violations!*
- Check websites routinely:
    - LeaseUp (GO SIGN UP)
    - AffordableHousing.com
    - Apartments.com
    - Craigslist
    - Redfin
    - Zillow
- Property Management and Real Estate Company Websites
- Check your local paper!

Tip 2: Stand Out By Being Prepared

- You're competing with market renters – *being prepared makes you stand out!*
- Have all your *documentation ready* (i.e., rental application, written references, current copy of credit report)
- Prepare your participant for the interview (i.e., good hygiene, make a good first impression)

The Rental Application and Lease

Tip 3: Completing the Application

- Read and follow instructions carefully
- Write legibly! An application that's hard to read could be a deal breaker
- Never lie! Always answer accurately
- Answer all the questions and never leave questions unanswered

Tip 4: Signing the Lease

- READ AND REVIEW YOUR LEASE!
  - There may be provisions that you aren't aware of (i.e., restrictions on guests, pets, alterations, running a business from your room)
- Ask questions! Make sure you understand what is being signed

Inspecting for Habitability

Tip 5: Unit Inspections

- Start the inspection as soon as possible!
- Take note of any preexisting conditions/damages in writing
- Take pictures! Submit your report to the Landlord and keep a copy
- Use the LAHSA Habitability Form for Permanent Housing
- Only for EHVs, PHAs may reimburse the owner up to *$5,000* if they fail to meet their inspections for Housing Quality Standards (HQS).

Determining the Rent Reasonable Comps

Tip 6: Rent Reasonable Comps

- Similar units with similar amenities and features
- Within a ½ mile radius
- Check for these features:
  - Location;
  - Quality;
  - Size;
  - Unit Type;
  - Age of the Unit;
  - Amenities;
  - Housing Services;
  - Maintenance;
  - Utilities the Owner Provides

It is *highly recommended* that agencies purchase an account with **GoSection8's Affordablehousing.com** Rent Reasonable application.

This is the same application utilized by HACLA to assist in their rent reasonable determinations.

LeaseUp – Overview

- LeaseUp is an initiative of PATH, designed to provide professional landlord and property management support to help people find homes and landlords fill vacancies.

- Free services to property owners include unit listing & marketing, holding fees, risk mitigation funds, advocacy with community providers, mediation for disputes, and more

Lease Up LA Programs

Housing Partnership Program

- Focuses on scattered-site, individual units

- Provides landlord outreach and engagement services to develop a full range of permanent housing opportunities for homeless families, homeless individuals, and veterans.

- Units are made accessible to community providers on the LeaseUp application and supported by an assigned Specialist.

- Targeted housing acquisition focuses on the use of most housing subsidies associated with case management

Residential Property Services

- Focuses on entire buildings, 15 or more units

- We will partner with completed buildings and those still in development

- Each building has a LeaseUp Specialist assigned to support a friendly, efficient lease up process

- Our team provides support to the owner's building management team as well as the community case management teams

- We offer 5-year agreements that include monthly financial incentives to owners

LeaseUp LA Services

UNIT LISTING SERVICES

The LeaseUp team will post your units for free. The listings reach over 3,000 case managers across LA County.

Unit postings include photos of units, security deposit amount, unit amenities, and your preferred subsidy and screening criteria.

PREFERRED OWNER AGREEMENT

Owners enrolled in our Preferred Owner Program get additional financial incentives, that include – holding fees, damage fees, vacancy loss fees, and tenant renter's insurance.

SUPPORT SERVICES

LeaseUp includes a team of Housing Specialists who put your needs first. This includes an assigned Housing Specialist, connections to incentives, a team to help if issues arise, a 24 hour hotline, and certified mediators.

HOUSING PROVIDER FEEDBACK

The Landlord Advisory board is a non-voting board of actively engaged housing providers that contribute insight and advocacy on the work of LeaseUp LA! and community partners.

Homeless Incentive Program (HIP)

Strategy B4 - Facilitate Utilization of Federal Housing Subsidies - LACDA developed the Homeless Incentive Program (HIP) to encourage landlord acceptance of subsidized tenants with a HUD voucher issued by LACDA

- With the early success of program, and the passage of Measure H, HIP was expanded to several other PHAs in L.A. County. PHAs dedicate available tenant-based resources to the homeless who are also supported with County funded supportive services.

- Since inception HIP has housed over **6,000** individuals and families utilizing their Housing Choice Vouchers, Continuum of Care Vouchers, and Veteran Affairs Supportive Housing (VASH) vouchers and Emergency Housing Vouchers.

- For FY22-23, 9 PHAs have committed 2,973 vouchers to homeless clients

- Interested landlords may contact the participating PHA directly for access to HIP incentives.

	PHA	Vouchers Committed	Total Budget
	HIP FUNDING FY 22-23		
1	LACDA	1100	$5,213,508
2	HACLA	1150	$4,904,129
3	Long Beach	575	$2,898,357
4	Pasadena	37	$187,482
5	Burbank	69	$305,890
6	Norwalk	7	$36,938
7	Pomona	5	$26,384
8	Redondo Bch	25	$54,305
9	Culver City	5	$26,384
	TOTALS	2,973	$13,653,377
Audit Costs	$200,000	**Total Fund**	**$13,853,377**

Making It Home

Preferred Owner Agreement

- **Holding Fee:**
  - Up to 2 month's rent to hold a unit for 60 days
  - Must meet HUD FMR or Area Rent Reasonableness
  - Eligible units: Efficiency Units, Studios, and 1-bedroom units.
- **Risk Mitigation Funds:**
  - Risk Mitigation Funds have a maximum allowable fee of up to $10,000 for eligible units.
  - May cover excessive damages to the rental unit caused by the household as a result of their tenancy.
  - Funds may not cover preexisting damages nor wear and tear caused prior to household's term of tenancy.
- **Vacancy Loss**
  - Up to 2 month's rent should tenant need to move prior to end of lease
- **Delinquent Rent**
  - Up to two (2) months of rental costs for payment of a household's delinquent rent(s) after PATH has exhausted all other housing programs and interventions.

Mediation Service Overview

- ✓ LeaseUp LA has a team of mediators to help with Landlord/Tenant issues.

- ✓ Lease Up LA's mediators are certified through the LA County Department of Business and Consumer Affairs

- ✓ Our Team will provide interventions to help mitigate evictions, and/or establish alternative housing options

- ✓ Mediations can be referred and requested to the assigned Housing or Leasing Specialist.

LeaseUp LA Shared Housing Standards

- 1 person per bedroom
- Must be owner or authorized representative of owner
- Property Title Check & California Business License Check
- Rent Analysis and Habitability Inspection conducted to determine rent per bedroom
- 2-3 bedrooms preferred for shared housing settings.

LeaseUp Mobile & Web Application
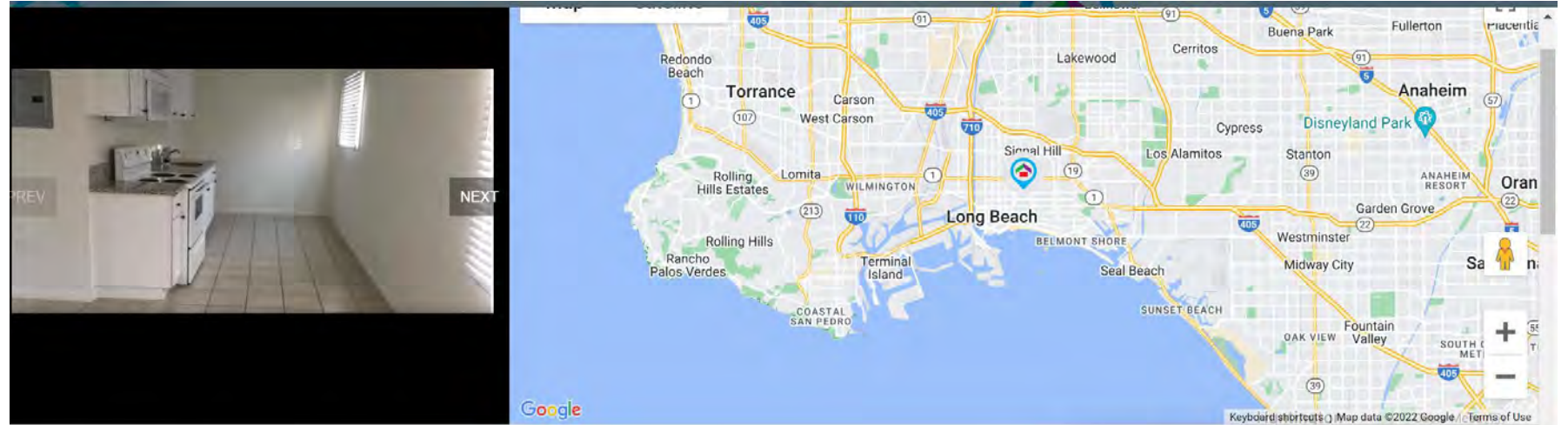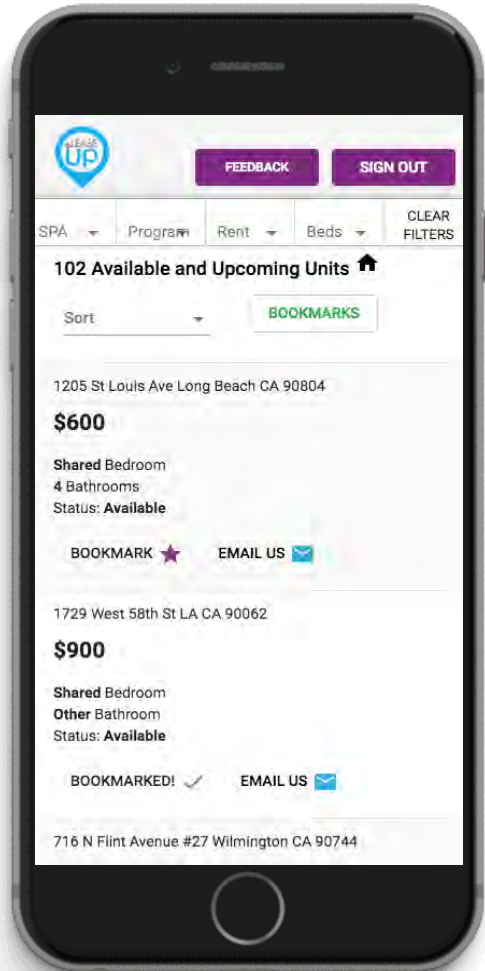
How You Can Support LeaseUp LA

- Share/promote the platform through your professional & personal networks
  - Social media is a great place to start!

- Encourage owners, developers & landlords in your districts to visit www.leaseupla.org and sign up

- Elected Officials can make a strong impact by endorsing LeaseUp LA
  - Landlords have expressed gratitude when recognized for their contribution to ending homelessness

Host a Landlord Engagement Event

In partnership with LeaseUp Los Angeles!

LeaseUp hosts *monthly* landlord engagement meetings… We encourage you to sponsor an event in your city!

In the month of July, we partnered with **Gateway Cities Council of Governments** to host our first landlord event this year.

- **15 attendees**

- **98 units added to LeaseUp in the month of July!**

This is a model we can replicate throughout LA!

Thank You!

Questions or to sign-up?
LeaseUpLA@epath.org
www.LeaseUpLA.org
323-428-4742

Flexible Housing Subsidy Pool (DHS)

ABOUT THE FLEXIBLE HOUSING SUBSIDY POOL

The Flexible Housing Subsidy Pool is a supportive housing rental subsidy program operating in Los Angeles County that provides ongoing financial assistance and housing retention support to ensure long term stability for individuals who have experienced homelessness. Participating property providers receive financial incentives along with direct account management.

The Flexible Housing Subsidy Pool works in partnership with philanthropic, health, and government stakeholders to strategically match clients to property providers throughout Los Angeles County. A customized account management approach and competitive financial incentives streamline the engagement process and create cost-effective solutions for property providers.

Powered by

Health Services
LOS ANGELES COUNTY

CONRAD N.
Hilton
FOUNDATION

BRILLIANT
CORNERS

with the help of property owners
and skilled and qualified case managers.

BRILLIANT
CORNERS
Where housing
and services
come together

527 W. 7th Street, Floor 11, Los Angeles, CA 90014
office 213.840.5237 | brilliantcorners.org

Celeste, pictured in the apartment **she's** called home since 2017.

The Flexible Housing Subsidy Pool operated by Brilliant Corners offers market-driven incentives based on the diverse needs of property providers.

PINPOINTED TENANT MATCHING The Flexible Housing Subsidy Pool has a large number of referrals to choose from when assigning potential tenants to units. Property providers are able to screen all referrals and match prospective tenants to vacancies prior to signing a lease.

ZERO VACANCY LOSS Brilliant Corners provides vacancy payments to compensate property providers during the tenant matching process.

RELIABLE PAYMENTS Brilliant Corners administers on-time rental payments to property providers throughout the duration of the lease.

WRAPAROUND SUPPORT After moving in, tenants receive ongoing support from Brilliant Corners Housing Coordinators during the lease to ensure positive tenant-landlord relationships and lease compliance.

FINANCIAL AND ACCOUNT MANAGEMENT SERVICES Brilliant Corners supports property providers in managing their portfolios, providing data-informed analysis, filling vacancies, and expanding business opportunities. Each property provider is paired with a Housing Acquisition Specialist to provide immediate support and develop strategies for long term growth.

Isidro with his son, pictured in the apartment **they've** called home since 2019.

HOW THE PROCESS WORKS:

Housing Acquisition Specialist performs immediate inspection and acquires unit

Housing Acquisition Specialist executes Agreement Regarding Vacant Unit (ARVU) with property provider

Occupancy Team matches property providers with tenant and pays screening fee

Property provider screens and approves tenant

Tenant moves in, Housing Coordinator assists with move-in activities

Brilliant Corners issues timely rent payments and supports tenant and property provider throughout tenancy

BRILLIANT CORNERS — Where housing and services come together

THE FLEXIBLE HOUSING SUBSIDY POOL
A Rental Subsidy Program that Works for You

IMPROVED COLLECTIONS
- Reliable Monthly Payments from Brilliant Corners
- Paid security deposit, screening fee, & furniture
- Guaranteed Damage Mitigation

DECREASED COSTS
- Vacancy hold lowers vacancy and turnover losses
- Permanent subsidy and support promotes long-term tenancy

EASE OF MANAGEMENT
- Single point of contact for all assistance

WRAPAROUND SUPPORT
- Housing Coordinator conducts regular visits
- Case Manager provides services, addresses issues

To learn more, contact: Daniel Valdez, Housing Acquisitions Manager (213) 840-5237
dvaldez@brilliantcorners.org or visit www.brilliantcorners.org

LANDLORD TESTIMONIALS

I have been working with BC as a property owner for three years now, and am looking forward to many more... they give property owners the opportunity to help those in need while also receiving excellent financial incentives and support.

From our perspective as a for profit developer... [BC] provide a reliable income stream on their leased units which minimizes our vacancy rate and mitigates our collection risks and related overhead typically associated with collections. [BC] provides comprehensive support services that help their tenants remain in good standing...and that helps us address problems that arise, minimizing the management resources required for their units... our partnership affords a sense of civic accomplishments that our team and investors can be verry proud of.

STRONGER PARTNERSHIPS
To Expand Permanent Housing Capacity

Menu of Action Items & Strategies (link)

Policy/ Incentivization	Phase 1: Engage	Phase 2: Locate and Acquire
Create an environment to facilitate identifying and securing permanent housing units.	Outreach and engage to increase community and landlords' knowledge of programs.	Identify AND secure property owner's commitment to renting permanent housing units to PEH.

Phase 3: Market the Units	Phase 4: Utilization	Phase 5: Move In	Phase 6: Stabilization
Package unit information and market it in centralized and organized manner to potential tenants.	Provider to schedule unit viewing for clients; submit applications and execute lease.	Issuance of security deposits, incentives and rent. Case Manager is assigned.	Post Move In services to tenants. Assist in tenant - landlord coordination.

Together we can DO THIS!

NEXT STEPS

1. Other topics of technical assistance?

2. Execute contracts.

3. Orientation summary including questions and responses to be shared with partners.

4. Review Orientation packet.

5. Post-Orientation session on Permanent Housing and Shelter Improvement Initiative coming in late September 2022.

County of Los Angeles
Homeless Initiative

CCOGIHSP Orientation Packet

1. Notice of Funding Announcement
2. Orientation Presentation
3. LAHSA Scope of Required Services for Interim Housing
4. Shelter Improvement Initiative (Trauma Informed Design and Resiliency and Trauma Report)
5. Expanding Permanent Housing Capacity
   a. Menu of action items to expand permanent housing capacity (please continue adding to the list)
   b. LeaseUp Flyers for landlords, managers and developers (PATH)
   c. Toolkit for Property Owners (PATH)
   d. Residential Property Support Services Flow Map (PATH)
   e. Unit Acquisition Workflow (PATH)
   f. Getting Landlords to Yes (Brilliant Corners)
   g. Flexible Housing Subsidy Pool (FHSP) (Brilliant Corners)

6. Highlights of CCOGIHSP Projects
7. Awardees and Advisors' Contact Information
8. Increasing the visibility of our partnership and impact
9. Success stories
10. Glossary of Terms

Other topics of interest?

Thank you.

For questions and comments, please contact:

Ashlee Oh at aoh@ceo.lacounty.gov

Sherri Diaz at sdiaz@ceo.lacounty.gov

County of Los Angeles

Homeless Initiative

2

CCOGIHS INTERIM HOUSING PROGRAM SCOPE OF REQUIRED SERVICES

Chief Executive Office.

County of Los Angeles Homeless Initiative

Interim Housing Program Scope of Required Services (SRS)

a. [Scope of Required Services (SRS) for Crisis Housing (Adult Program)](#)

b. [SRS for Families](#)

c. [SRS for Families Program Appendix](#)

d. [LAHSA Program Standards](#)

e. [LAHSA Facility Standards](#)

3

BUILDING PERMANENT HOUSING CAPACITY

by

Los Angeles Homeless Services Authority

People Assisting the Homeless

Los Angeles Community Development Authority

Department of Health Services

Brilliant Corners

PERMANENT HOUSING PROGRAMS/INCENTIVES SIDE-BY-SIDE SUMMARY

	PATH	PATH	LAHSA	LACDA	Brilliant Corners	Brilliant Corners
Components	**LeaseUp (Housing Partnerships Program- HPP)**	**LeaseUp (Resident & Property Support Services-RPSS)**	**Time Limited Subsidies (TLS)**	**Homeless Incentive Program (HIP)**	**Master Rent Subsidy Agreement for Supportive Housing (MRSA)**	**Flexible Housing Subsidy Pool (FHSP)**
Brief Program Description	LeaseUp is an innovative program that partners with property managers, owners, and developers to fill their vacant units and buildings with rent-ready tenants in need of stable housing. We make renting easier and more reliable for everyone.	RPSS is a landlord incentive program with a unique design. We contract long term agreements to acquire whole buildings or large chunk of units for any client in the Coordinated Entry System (CES) with a subsidy. We act as a neutral party between clients and property owners and provide on-site supportive services 2-5 days a week for clients as a point of contact.		The HIP encourages landlord acceptance of tenant-based federal housing vouchers. Owners receive financial incentives such as holding fees and damage mitigation funds. Clients are assisted with security deposits and other move in costs. There are currently 9 Public Housing Agencies (PHA) participating in the HIP	Long term subsidy agreement between Brilliant Corners (BC) and property owner. BC reserves a subset or entire building for the span of agreement (usually 10-15 years)	Supportive housing rental subsidy program - provides ongoing financial assistance and housing retention support to ensure long term stability for individuals who have experienced homelessness.
Contact Information	Visit www.leaseupla.org to get started.	Visit www.leaseupla.org to get started.	Contact LAHSA's TLS Team. Refer to TLS SRS for more details: https://www.lahsa.org/documents?id=6597-scope-of-required-services-srs-time-limited-subsidies-tls-2022-2023.pdf Veronica Gonzalez, Manager of TLS Vgonzalez@lahsa.org	Interested landlords may contact the participating PHAs directly for access to HIP incentives • LACDA: HIP@lacda.org • HACLA • HACLB • Pomona • Pasadena • Burbank • Norwalk • Redondo Beach • Culver City	Kat Sayarath, PBV Housing Manager, ksayarath@brilliantcorners.org c: 213.378.9163	Interested property providers may contact the FHSP Housing Acquisition Team at HousingPartners@brilliantcorners.org
Participant (tenant) Eligibility	Actively enrolled in any CES PH program that provides rental assistance and supportive services; agency staff must complete LeaseUp training to gain access to the application	Actively enrolled in any CES PH program that provides rental assistance and supportive services; referrals are overseen by LAHSA	Enrolled and active in TLS Program	Clients are determined eligible in accordance with the rules for the program providing the federal Tenant-Based rental assistance.	FHSP participant receiving continuous permanent or fixed-term subsidies. For MRSAs, we take client referrals directly from the funders of the Flex Pool (Dept of Health Services, Dept of Mental Health, Office of Diversion and Reentry, LA CARE)	FHSP participant receiving continuous permanent or fixed-term subsidies

PERMANENT HOUSING PROGRAMS/INCENTIVES SIDE-BY-SIDE SUMMARY CONTINUED

Compo nents	PATH LeaseUp (Housing Partnerships Program- HPP)	PATH LeaseUp (Resident & Property Support Services-RPSS)	LAHSA Time Limited Subsidies (TLS)	LACDA Homeless Incentive Program (HIP)	Brilliant Corners Master Rent Subsidy Agreement for Supportive Housing (MRSA)	Brilliant Corners Flexible Housing Subsidy Pool (FHSP)
Property Owner Eligibility	Any owner who has completed a Preferred Owner Agreement: RPSS/HPP	Any owner who has completed a Preferred Owner Agreement, this program targets entire multi-family buildings or large batches of units		Owners with available rental units may contact the PHA directly to participate in HIP	Property Providers must have a letter of interest from Dept of Health Services to receive an MRSA.	Any owner housing an FHSP participant under a Rent Subsidy Agreement with Brilliant Corners
Sign On Bonus	N/A	N/A		May vary by PHA. Amounts may be payable upon the execution of a vacant unit agreement or a Housing Assistance Payment contract.	Not Applicable.	N/A
Holding Fee	Up to 2 mo. rent to hold unit for 60 days for studios and one-bedroom units. Covers rent for an agreed upon period to work exclusively with LeaseUp applicants.	N/A		May vary by PHA. Amounts may be payable upon the execution of a vacant unit agreement or a Housing Assistance Payment contract.	Not applicable. The unit is reserved for BC for the length of the MRSA.	3-month holding agreement; total monthly rent coverage provided each month
Security Deposit	Not exceed the equivalent of 2 mo. rent	Security deposits are not required at RPSS secured sites (multifamily).	Not exceed the equivalent of 2 mo. rent, other deposits or fees also allowed such as key, mailbox, etc. Continuum of Care Funded: Maximum of 1 security deposit in 12-mo period (unless current housing situation is problematic). Up to 2 mo. rent.	HIP provides security deposit assistance to clients. PHA provided security deposit Cannot exceed 2x the rent in accordance with State law. More information	BC provides security deposit for all units under the MRSA. Not to exceed $500 per unit.	Covers complete unit deposit, not to exceed two times the monthly rent
Rent	Based on area comps and alignment w/ HUD Fair Market Rent (FMR)/Voucher Payment Standards (VPS)	Based on HUD FMR		Clients assisted under HIP have federal Tenant-based housing assistance which will cover a portion of the rent, with client paying a portion based on their income	MRSA rents are calculated based on the current year's PHA FMR or VPS	Based on area comps and alignment with PHA FMR/VPS

PERMANENT HOUSING PROGRAMS/INCENTIVES SIDE-BY-SIDE SUMMARY CONTINUED

Components	PATH LeaseUp (Housing Partnerships Program- HPP)	PATH LeaseUp (Resident & Property Support Services-RPSS)	LAHSA Time Limited Subsidies (TLS)	LACDA Homeless Incentive Program (HIP)	Brilliant Corners Master Rent Subsidy Agreement for Supportive Housing (MRSA)	Brilliant Corners Flexible Housing Subsidy Pool (FHSP)
Move In Assistance	Credit and Rental History checks for prospective applicants. Application fee assistance.	N/A		Application fee assistance, up to $50/adult/application + security deposit (up to 2x rent) + utility assistance to get the unit move-in ready. For first time contracts only.	Cover application fees, utility start-up fees, furniture, needed reasonable accommodations	Cover application fees, utility start-up fees, furniture, needed reasonable accommodations
Delinquent Rent	Up to two (2) months of rental costs for payment of a household's delinquent rent(s) after PATH has exhausted all other housing programs and interventions.	Up to two (2) months of rental costs for payment of a household's delinquent rent(s) after PATH has exhausted all other housing programs and interventions.			Part of risk/damage Mitigation coverage	Part of risk/damage Mitigation coverage
Risk/ Damage Mitigation	Up to $10,000 for units under an active Preferred Owner Agreement and where the owner has agreed to relinquish at least one screening criteria. May cover property damages, delinquent rents and vacancy loss.	Up to $10,000 for units under an active Preferred Owner Agreement and where the owner has agreed to relinquish at least one screening criteria. May cover property damages, delinquent rents and vacancy loss.		Up to $2,000 for repairs not covered by the security deposit.	Covers damages and lost rent, up to $1k above the additional deposit; Damages exceeding the standard $1k coverage can be covered through cost sharing when approved. Under cost sharing property providers may be reimbursed 75% of remaining damage costs, up to a maximum of $7,500.	Covers damages and lost rent, up to $1k above the additional deposit; Damages exceeding the standard $1k coverage can be covered through cost sharing when approved. Under cost sharing property providers may be reimbursed 75% of remaining damage costs, up to a maximum of $7,500.
Vacancy Loss	Up to two (2) months of rental costs, if mediation program is unsuccessful in resolving Landlord/Tenant dispute, or egregious violations of lease, or safety issues concerning Tenant that would require immediate relocation.	Up to two (2) months of rental costs, if mediation program is unsuccessful in resolving Landlord/Tenant dispute, or egregious violations of lease, or safety issues concerning Tenant that would require immediate relocation.		May vary by PHA. LACDA: One month's rent if the family vacates the unit without proper notice or is evicted for good cause.	BC will pay a minimum of 60 days of vacancy.	Provide coverage for 30 days after formal subsidy termination; Units that are relinquished by a tenant are eligible for unit hold agreements while a new program participant is matched

PERMANENT HOUSING PROGRAMS/INCENTIVES SIDE-BY-SIDE SUMMARY CONTINUED

Compo nents	PATH LeaseUp (Housing Partnerships Program- HPP)	PATH LeaseUp (Resident & Property Support Services-RPSS)	LAHSA Time Limited Subsidies (TLS)	LACDA Homeless Incentive Program (HIP)	Brilliant Corners Master Rent Subsidy Agreement for Supportive Housing (MRSA)	Brilliant Corners Flexible Housing Subsidy Pool (FHSP)
Capital Improvement	N/A	N/A			N/A	N/A
Other Incentive	N/A	Multi-year agreement (June 2027) that provides a unit under an executed Preferred Owner Agreement, a baseline incentive of $90 and two additional incentives worth 5% of the rent each, up to the HUD FMR, per unit and regardless of occupancy. Assigns a dedicated RPSS coordinator to the building.			Developers can leverage MRSA to secure (additional) capital funding.	

Stronger Partnerships to Expand Permanent Housing Capacity

Menu of Action Items & Strategies

Policy/ Incentivization

Create an environment to facilitate identifying and securing permanent housing units.

Together we can DO THIS!

Phase 1: Engage	Phase 2: Locate and Acquire	Phase 3: Market the Units	Phase 4: Utilization	Phase 5: Move In	Phase 6: Stabilization
Outreach and engage to increase community and landlords' knowledge of programs.	Identify AND secure property owner's commitment to renting permanent housing units to PEH.	Package unit information and market it in centralized and organized manner to potential tenants.	Provider to schedule unit viewing for clients; submit applications and execute lease.	Issuance of security deposits, incentives and rent. Case Manager is assigned.	Post Move In services to tenants. Assist in tenant - landlord coordination.

Please continue to offer recommendations and ideas. Let's keep pushing the envelope to amplify and innovate existing efforts!

Enhancing Cities COGs Role in Expanding the Permane nt Housing Capacity.xlsx (Sharepoint Link)

Locate and Acquire

Locate
- PATH LeaseUp Website
- Online listings
- Canvassing

Acquire
- Landlord Incentives
- Lease-In-Place
- Risk Mitigation
- RPSS Incentives

Cities and COGs may refer owners, developers, and property managers to PATH LeaseUp to leverage the strong incentives the program provides, such as RPSS.

Market the Units

- Market units in centralized and organized manner
- Provide pictures and videos
- Provide pertinent information, such as size, amenities, rent, and leasing requirements
- Ideal not to share owner information and instead have a liaison to manage inquiries

Cities and COGs may identify a UA entity to serve as liaisons.

Utilization

1. Gather Interest
2. Coordinate the Connection
3. Schedule Unit Viewing
4. Submit Application
5. Execute Lease
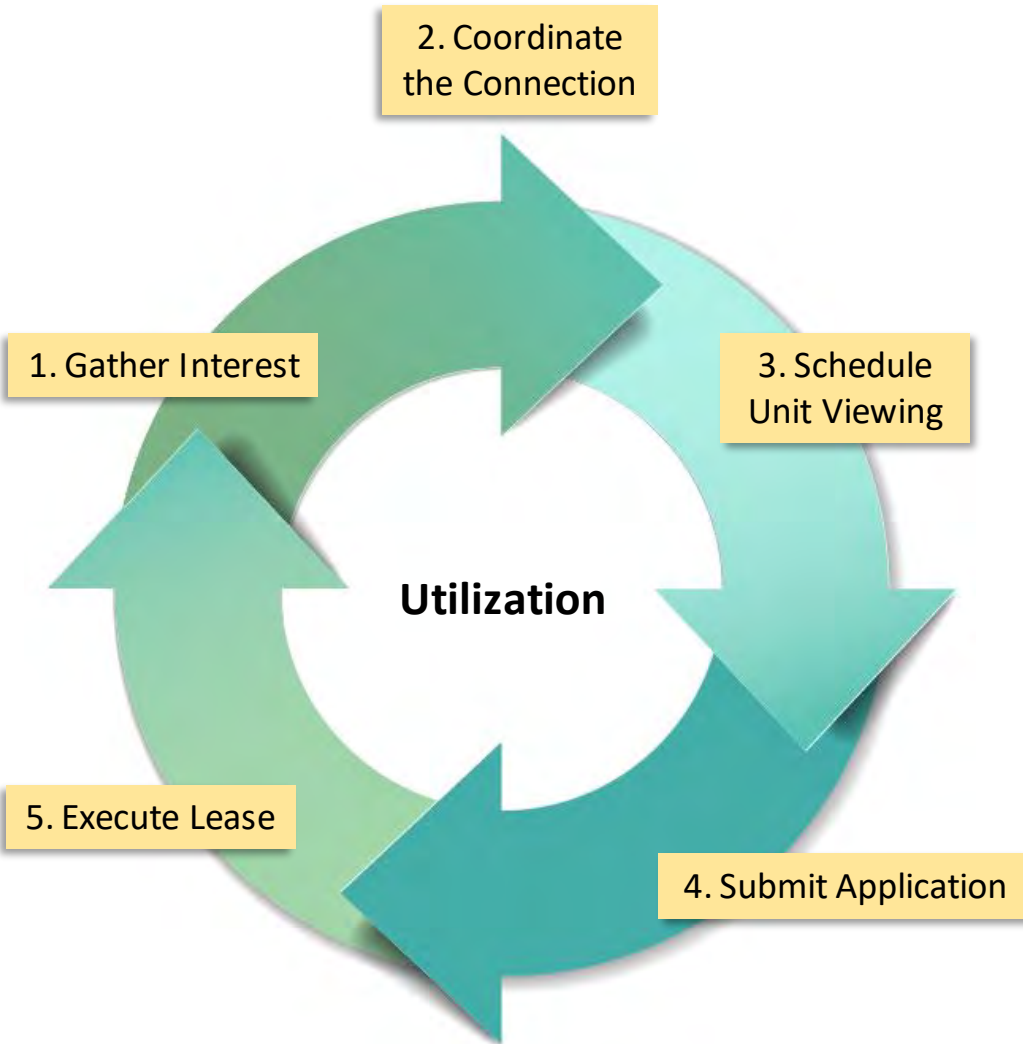
- Majority of the Unit Acquisition work occurs here
- Staff will learn of obstacles and develop best practices
- Important to have frequent data on each stage for each participant being served
- Every stakeholder involved in this process should ensure streamlined coordination

Move-In

- Ensure on time issuance of security deposits, incentives, and rent
- Make sure client has essential furnishing
- Make sure any utilities are activated
- Introduce to the owner or property manager the assigned case manager
- Review lease with the tenant

Stabilization

- Ideal to enroll owner in PATH LeaseUp for Risk Mitigation Funds
- New move-ins may require more frequent visits to help tenant transition
- Staff should be trained on Landlord/Tenant mediation

It is highly encouraged that Cities and COGs refer owners to LeaseUp's Risk Mitigation Funds, which covers property damages and delinquencies.

PROPERTY OWNER & MANAGER
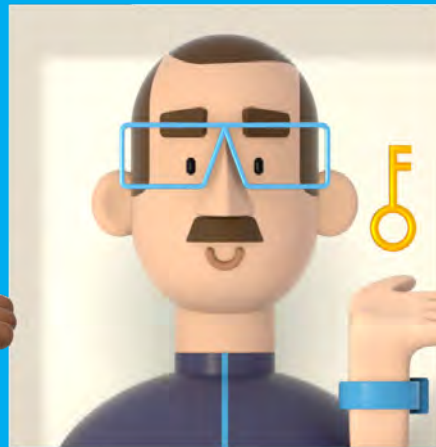
TOOLKIT

Do you have vacant units? LeaseUp can fill them.

LeaseUp is an innovative program that partners with property managers, owners, and developers to fill their vacant units and buildings with rent-ready tenants in need of stable housing. We make renting easier and more reliable for everyone.

How LeaseUp is Different

FINANCIAL INCENTIVES & RISK MITIGATION
- Rent-ready tenants
- Protection against damage and maintenance support with government-backed funds
- Vacancy loss guarantees

DEDICATED SUPPORT
- Housing specialists who help match the right tenant for each vacancy
- Access to a 24/7 support hotline with responses within one business day
- Case managers who schedule regular on-site check-ins with tenants
- Immediate mediation if issues arise with tenants

History

LeaseUp is a PATH initiative that has been backed by funding from the Los Angeles Homeless Services Authority (LAHSA) since February 2018. We have worked with over 600 property managers, owners, and developers across Southern California since launching. Our goal is to engage an ever-growing number of partners to provide a fair, fast, and stress-free housing solution that makes renting easier and more reliable for everyone.

LeaseUp	vs.	Traditional Rental Agencies
✓	Financial incentives for property developer, owners, and managers	X
✓	Rent-ready tenants in 30 days or fewer	X
✓	Mediators certified by the LA County Department of Consumer and Business Affairs	X
✓	Vacancy loss guarantees	X
✓	Dedicated customer support for property managers, owners, and developers	X

Frequently Asked Questions

Property Owner & Manager FAQs

Here are some of our FAQs from participants. Don't hesitate to reach out to LeaseUp if you have additional questions you'd like us to answer. We welcome the opportunity to set up a call and share more about the program.

1. What kind of support can I expect when working with LeaseUp?

We know that the support property owners need when leasing out individual units is different than when leasing out full buildings. LeaseUp offers a range of solutions depending on how you choose to partner with us, but our dedication to customer service remains the same across our programs. Here are some services you can expect regardless of partnership type:

- A dedicated housing specialist to walk you through the process of renting your unit and help resolve any issues that may arise
- A team to help you lease and access incentives
- Reliable and flexible customer service support
- Free unit listings

2. What kind of support can I expect when leasing out individual units with LeaseUp?

Whether you're leasing out one unit or many, count on LeaseUp to always provide the following:

- Free unit listings that reach over 2,700 case managers across LA County
- Up to $10,000 in damage protection
- Up to 1 month's rent in vacancy loss
- Access to dedicated customer support

3. What kind of support can I expect when leasing out an entire building with LeaseUp?

Leasing out an entire building with LeaseUp is an easy solution to combat vacancy issues, whether your building has been completed or is still in development. We know that those looking to lease out entire buildings have specific needs, so the LeaseUp team is happy to offer the below services to assist:

- $90 per unit every month for use towards repairs and maintenance, regardless of unit occupancy
- Vacancy loss up to 5% of the total gross annual rent for the building
- On-site support from LeaseUp staff to assist in the leasing process and tenancy management
- Additional funds for management support

4. What are the eligibility requirements for LeaseUp partnership?

You'll need a certificate of occupancy for your unit(s), no pending code violations, and associated insurance coverage.

5. How many units do I need to rent to participate?

One unit is all you need, but you'll have the option to rent out multiple units or even a full building.

Frequently Asked Questions (cont.)

Property Owner & Manager FAQs

Here are some of our FAQs from participants. Don't hesitate to reach out to LeaseUp if you have additional questions you'd like us to answer. We welcome the opportunity to set up a call and share more about the program.

6. How do I get paid?

Rent is paid through the specific housing subsidy attached to the tenant, and LeaseUp incentives are paid monthly by PATH.

7. Will I get paid at market rate?

While we cannot guarantee market rate payment, our team is dedicated to negotiating rents that are fair for both the owner and the tenant, in addition to providing financial incentives and support for property owners.

8. How soon can I expect to be matched with a tenant?

The LeaseUp team is dedicated to matching you with rent-ready tenants within 30 days of finalizing the program agreement.

9. I've never rented to someone experiencing housing insecurity or homelessness. Could this create a problem for me or other tenants?

To qualify for LeaseUp, tenants must remain enrolled in a program that provides support services. Prior to move-in, tenants meet with supportive services to discuss their specific needs. Based on this meeting, tenants are connected to resources, such as job training, healthcare, mental health counseling or addiction treatment, and education.

10. What are your vacancy loss protections?

If you're renting out an individual unit with us, we provide up to one month's rent. If you're working with us to rent out a full building, we provide up to 5% of the total annual gross rent for the building.

11. What if I want to evict a tenant? Do you handle evictions?

The need for eviction has been extremely rare with LeaseUp, but in the event that it's required, we are here to support. We can connect you to our dedicated Mediation Team or another support system as needed. While the LeaseUp team does not have the authority to initiate the process, we are committed to ensuring a positive experience for landlords and tenants.

12. What kind of damage is covered?

LeaseUp covers property damage and unpaid rent up to $10,000 after the security deposit has been applied.

Housing Subsidies Programs

Los Angeles has numerous rental subsidies available. Below are some of the programs that LeaseUp LA works with.

Program	Rental Assistance	Program Details	Landlord Incentive Programs	Funding Sources
Emergency Housing Voucher **Housing Choice Vouchers (HCV), aka Section 8** **Housing Authority of the City of Los Angeles—HACLA** **Los Angeles County Development Authority—LACDA**	**PAYMENTS** Tenant pays 30% of income for rent; Housing Authority covers remaining rent. **SUBSIDY** is for length of tenancy. **MONTHLY RENT** is based on comparisons in surrounding market. Cannot go above set Voucher Payment Standards.	**PAYMENTS** Local Housing Authorities **UNITS** within the city of contracted Housing Authority, except for specific vouchers. **MONTHLY PAYMENTS** guaranteed from Housing Authorities. **SERVES** individuals, families, and Veterans. **SUPPORTIVE SERVICES** for tenants provided by local government and nonprofit agencies.	**Homeless Incentive Program (HIP)—LACDA** **INCLUDES** • Holding fee • Application fees • Risk mitigation costs • Move-in and furniture assistance for tenant **CARES—HACLA** **INCLUDES** • $2,500 signing bonus with 12 month contract • Security deposit	Department of Housing and Urban Development (HUD), Los Angeles County Measure H
Flexible Housing Subsidy Pool (FHSP)	**PAYMENTS** Tenant pays 30% of income for rent; FHSP covers rest. **SUBSIDY** is for length of tenancy. **MONTHLY RENT** is based on HUD voucher standards.	**PAYMENTS** Brilliant Corners **UNITS** must be located in Los Angeles County. **SERVES** individuals and families. **SUPPORTIVE SERVICES** provided by LA County Department of Health Services (DHS) and local nonprofit agencies.	**Brilliant Corners** **INCLUDES** • Holding fee • Move-in and furniture assistance for tenant • Risk mitigation fees • Unit modification fees	Los Angeles County, Department of Health Services (DHS) and additional funders

Please contact your assigned Housing Specialist or LeaseUp Los Angeles at LeaseUpLA.org for additional details.

Program	Rental Assistance	Program Details	Landlord Incentive Programs	Funding Sources
Rapid Rehousing (RRH) **Recovery Rehousing** **Supportive Services for Veteran Families (SSVF)**	**PAYMENTS** Tenant pays portion of rent in a "step down" program. **SHORT TERM ASSISTANCE** can range from 6–24 months or be connected to a permanent susbidy. **MONTHLY RENT** is based on HUD FMR and/or comparisons in surrounding market.	**PAYMENTS AND SUPPORTIVE SERVICES** operated by local government and nonprofit agencies. **UNITS** must be located in Los Angeles County. **MONTHLY PAYMENTS** guaranteed from agencies. **SERVES** individuals, families, and Veterans.	**LeaseUp LA Incentives** **INCLUDE** • Application fees • Risk mitigation costs • Renters insurance for tenant • 24-hour support hotline	• Los Angeles County • Measure H funding • Federal ESG funding • The Department of Veteran Affairs (Supportive Services for Veteran Families, SSVF)
Prevention Program	**INDIVIDUAL AND PROGRAM PLAN** varies, up to 3 months of rental arrears and additional rental assistance may be available. **LIMITED FUNDING** and strict eligibility criteria.	**PAYMENTS AND SUPPORTIVE SERVICES** operated by local government and nonprofit agencies. **UNITS** must be located in Los Angeles County. **SERVES** individuals, families, and Veterans.		• Los Angeles County, • Measure H Funding • Department of Housing and Urban Development (HUD) • Department of Veteran • Affairs (Supportive Services for Veteran Families, SSVF)
Tenant Based Rental Assistance (TBRA)	**PAYMENTS** Tenant pays 30% of income for rent; agency covers remainder of rent. **SUBSIDY** is for length of tenancy. **MONTHLY RENT** is based HUD FMR or comparisons in surrounding market. Cannot go above set Payment Standards.	**PAYMENTS AND SUPPORTIVE SERVICES** operated by local government and nonprofit agencies. **UNITS** must be located in Los Angeles County. **SERVES** individuals, families, and youth.		Funded by HUD, and distributed by LA Homeless Services Authority

Please contact your assigned Housing Specialist or LeaseUp Los Angeles at LeaseUpLA.org for additional details.

Program	Rental Assistance	Program Details	Landlord Incentive Programs	Funding Sources
Streets 2 Subsidy	**PAYMENTS** Subsidy can cover up to 40% of monthly rental. **SUBSIDY** is for 5 years.	**PAYMENTS** provided by TSA directly to the landlord via electronic or paper check depending on preference. **UNITS** must be located in Los Angeles County. **SERVES** all populations and individuals not connected to a permanent housing program. **SUPPORTIVE SERVICES** 1:30 caseload.	**LeaseUp LA Incentives** **INCLUDE** • Holding fee • Application fees • Risk mitigation costs • Renters insurance for tenant • 24-hour support hotline	City ESG (Emergency Solutions Grant)
Shallow Subsidy	**PAYMENTS** Subsidy can cover up to 35% of a member's monthly rent. **SUBSIDY** lasts 5 years.	**PAYMENTS** TSA provides the payments directly to the landlord via electronic or paper check depending on preference. **UNITS** must be located in Los Angeles County. **SERVES** all populations. Referrals are from RRH RRP. If individual is older than 62 and in prevention, they can be referred to Shallow for ongoing rental assistance.		B3 MH (Measure H Funds)
GR Housing Subsidy	**PAYMENTS** Up to $475 in addition to a $100 per recipient deduction from tenant's General Relief grant is paid directly to the landlord. **SUBSIDY** is short-term; strict eligibility requirements apply. **MONTHLY RENT** is based on HUD FMR.	**PAYMENTS** DPSS will pay a rent subsidy up to $475 directly to the landlord. **UNITS** must be located in Los Angeles County. **SERVES** individuals and couples without permanent housing. **SUPPORTIVE SERVICES** provided by LA County Department of Health Services (DHS).		LA County Department of Health Services (DHS)

Please contact your assigned Housing Specialist or LeaseUp Los Angeles at LeaseUpLA.org for additional details.

CONTACT

Website

LeaseUpLA.org

Email
leaseupla@epath.org

Phone

323-428-4742

Social Platforms

Facebook: https://www.facebook.com/path.LA/

Instagram: https://www.instagram.com/pathpartners/

Twitter: https://twitter.com/pathpartners

LinkedIn: https://www.linkedin.com/company/people-assisting-the-homeless-path-

Residential and Property Support Services

RPSS is a multi-year incentive program administered by PATH LeaseUp. The program provides a Baseline Incentive and two Additional Incentives. An RPSS Coordinator supports on-site the residents, case managers, and property manager. RPSS may also include PATH's Housing Partnerships Program's Risk Mitigation Funds.

RPSS Flow Map
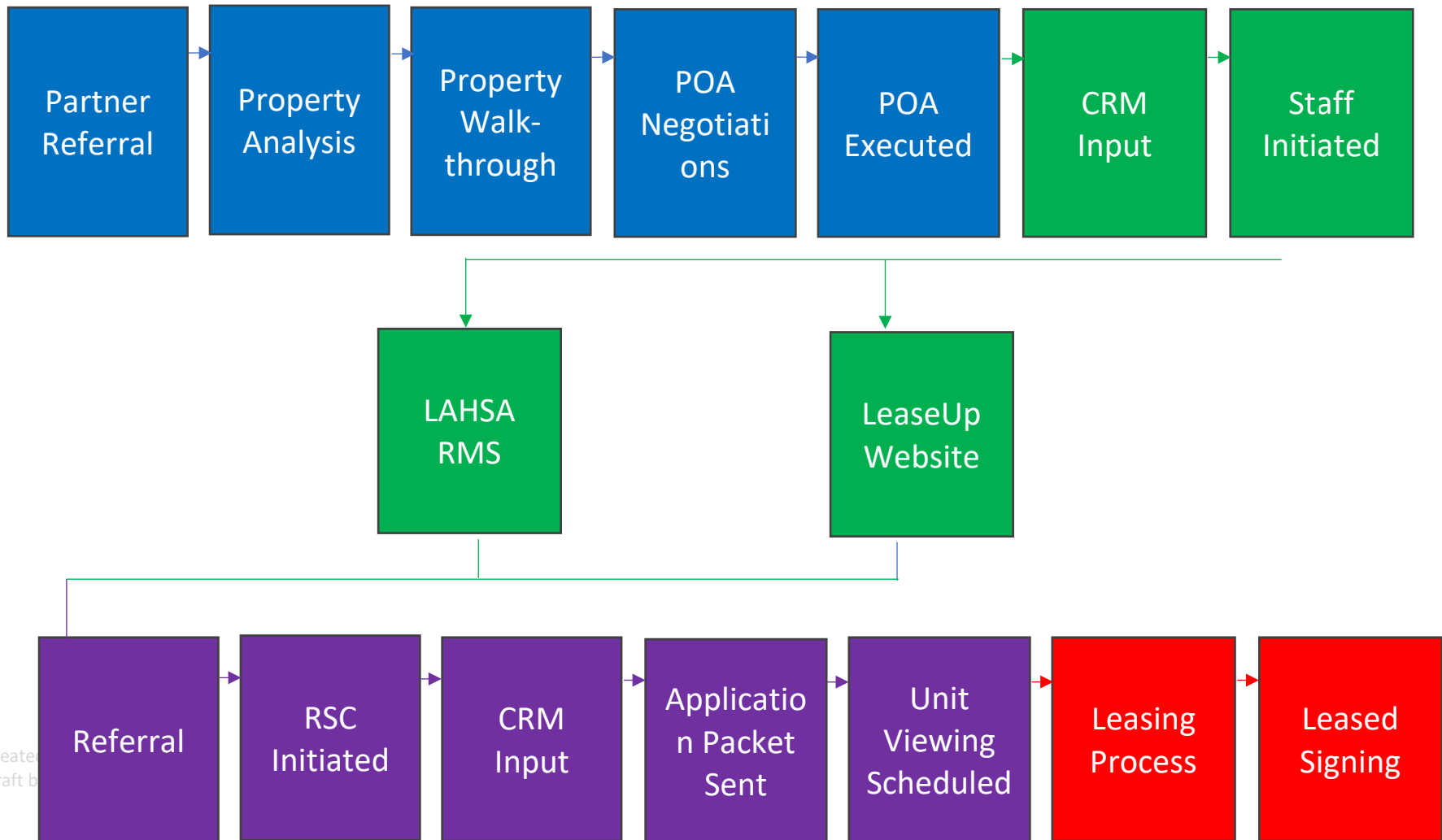
ARE YOU A PROPERTY OWNER
WITH AVAILABLE RENTAL UNITS?

Help In The Effort To End Homelessness

About the
HOMELESS INCENTIVE PROGRAM (HIP)

The HIP supports property owners renting available units to the LACDA's homeless Section 8 voucher holders through a collaboration between multiple County agencies.

For More Information
Visit: wwwb.lacda.org/hip
Call: (626) 586-1585
Email: HIP@lacda.org

ONE MONTH'S FREE RENT
Sign-on bonus based on fair market rate.
Payable upon the execution of a Housing Assistance Payment contract.

QUALIFIED REFERRALS
Screen and select from qualified individuals and families.

MOVE-IN ASSISTANCE
Application fees, up to $50 per adult, per application.
Security deposit (up to double the rent).
Utility assistance to get the unit move-in ready.

DAMAGE MITIGATION
Up to $2,000 for repairs not covered by the security deposit.

VACANCY LOSS PAYMENTS
One month's rent if the family vacates the unit without proper notice, or is evicted for good cause.

ON-TIME PAYMENTS
Rental payments deposited directly to your bank account.

PEACE OF MIND
Specialized staff available to assist with questions or concerns.

@LACoDevAuthority

LACDA
Los Angeles County Development Authority

Supported by funding from
L.A. COUNTY MEASURE H
REAL HELP. LASTING CHANGE.

Getting Landlords to "Yes": Structuring Incentives for PSH and RRH!

Los Angeles County
Flexible Housing Subsidy Pool

FHSP Goals

FHSP combines housing brokerage, rent subsidy administration, ongoing housing supports and intensive case management services to:

1. **Create 10,000** units of housing rapidly

2. **Reduce inappropriate** use of expensive health care resources

3. **Improve health** outcomes for vulnerable populations

4. **End homelessness** in LA County

BRILLIANT
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Brilliant Corners' FHSP Role

FHSP Operator and Central Housing Liaison

- 15-Year Contract

- Housing Brokerage / Landlord Engagement Services

- Rent Subsidy Administration

- Property-Related Tenant Services & ICMS Coordination

Los Angeles County Dept. of Health Services **+** 503(c) nonprofit coordinating community-based partner **+** Property owners throughout Los Angeles County **=** LADHS Supportive Housing Rental Subsidy Program

Our Local Context

Los Angeles County, CA

- Most populous county in the nation, 10+ million people

- 4,083 square miles

- 88 incorporated cities + many unincorporated areas

FHSP Maximum Rent Guidelines		
Unit Type	Units within County of Los Angeles	Units within City of Los Angeles
Studio (Efficiency)		
One-Bedroom		
Two-Bedroom		
Three-Bedroom		

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Program Structure

FHSP Core Team:

- Housing Specialists
  - Specialization of Housing Brokerage
- Occupancy Specialist
  - Unit Matching
- Housing Coordinators
  - Housing Retention
- ICMS Case Manager
  - Intensive Case Management

BC Housing Specialists

Property Providers

BC Housing Coordinators

ICMS Case Managers

BC Occupancy Specialists

FHSP Participants

BRILLIANT CORNERS

How FHSP Works for Landlords

Landlords benefit financially while helping our community:

IMPROVED COLLECTIONS	HIGH OCCUPANCY / LOW TURNOVER	EASE OF MANAGEMENT
On-time payments every month from Brilliant Corners.	Reduced unit turnover cost and lower vacancy loss.	Single point-of-contact for all tenant issues. Each lease will be assigned a housing coordinator to support the long-term success of the tenant.
Security Deposit assistance.	Targeting long-term tenancy and housing stability	Intensive case management and wrap-around services to support tenants and promote housing stability.
		24-hour emergency phone number for owners.
		Brilliant Corners aims to maintain excellent neighborhood relations.

Key Landlord Incentives

Damage Mitigation Funding

Holding Fees

Eviction Prevention Strategies

BRILLIANT CORNERS
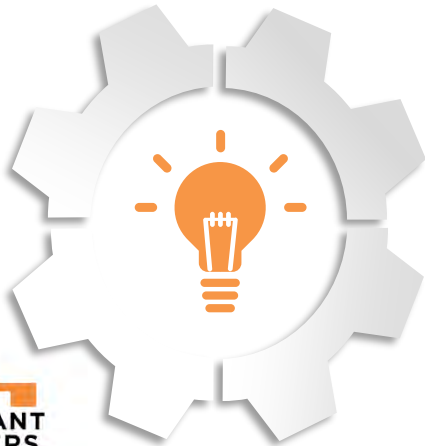
Damage Mitigation Funding

The FHSP Damage Mitigation Fund acts as an added protection to landlords willing to rent to FHSP participants.

The fund can be utilized to cover the cost of excessive damages to the rental unit or lost rent incurred beyond the original security deposit.

	Target Households	Claims Covered	Claim Limits
FHSP Damage Mitigation Fund	FHSP Participants receiving continuous permanent or fixed-term subsidies	Damages and lost rent No Eviction costs	$2,000 for single units, $3000 for multi-bedroom units in excess of tenants original security deposit

BRILLIANT CORNERS

Holding Fees

Programmatic Advantages:

Allow Brilliant Corners to remove vacancies from the open market for 1 to 2 months, while an appropriate tenant is matched.

On average, Brilliant Corners maintains a portfolio of 250-300 market rate rental vacancies on hold at any given time.

FHSP Occupancy Specialists specialize in pin-pointed tenant matching and vacancy management.

Landlord Incentive:

Zero vacancy loss while Brilliant Corners works to match an appropriate tenant.

Security Deposit is secured upfront.

Retain ability to Self-Screen tenants.

BRILLIANT CORNERS

Eviction Prevention Strategies
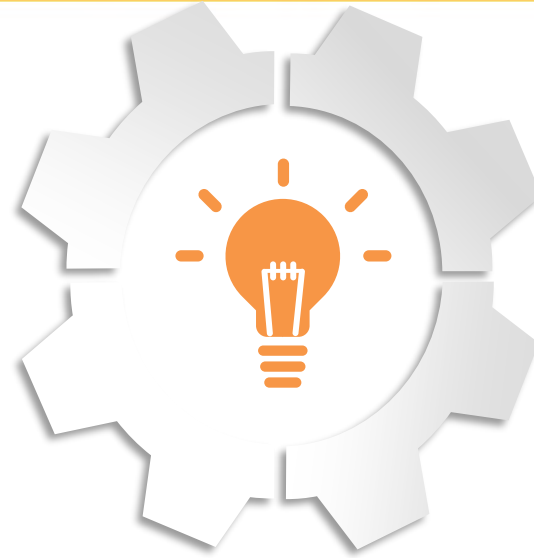
Voluntary Relinquishments	Interim Housing Placements	Past Due Rent Assitance
FHSP staff negotiate voluntary relinquishments as a means to forgo costly and damaging eviction procedures. Whenever possible, Brilliant Corners looks to retain the unit for a future FHSP placement.	Interim Housing slots are available to FHSP program participants who require temporary housing as a result of a relocation. Hotel Vouchers can be utilized on a case by case basis.	The FHSP utilizes flexible funding to pay for clients back due rent in the event that they've fallen behind on their tenant rent portion.

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BRILLIANT CORNERS

Where housing
and services
come together

ABOUT THE FLEXIBLE HOUSING SUBSIDY POOL

The Flexible Housing Subsidy Pool is a supportive housing rental subsidy program operating in Los Angeles County that provides ongoing financial assistance and housing retention support to ensure long term stability for individuals who have experienced homelessness. Participating property providers receive financial incentives along with direct account management.

BRILLIANT CORNERS — Where housing and services come together

527 W. 7th Street, Floor 11, Los Angeles, CA 90014

office 213.840.5237 | **brilliantcorners.org**

" **I have been working with Brilliant Corners** as a property owner for three years now, and am looking forward to many more. My experience with the organization has been top-notch. They give property owners the opportunity to help those in need, while also receiving excellent financial incentives and support."

CHRIS BARKER
Property Owner and BC Partner

The Flexible Housing Subsidy Pool

The Flexible Housing Subsidy Pool works in partnership with philanthropic, health, and government stakeholders to strategically match clients to property providers throughout Los Angeles County. A customized account management approach and competitive financial incentives streamline the engagement process and create cost-effective solutions for property providers.

Powered by Health Services LOS ANGELES COUNTY   CONRAD N. Hilton FOUNDATION   BRILLIANT CORNERS   *with the help of property owners and skilled and qualified case managers.*

Celeste, pictured in the apartment she's called home since 2017.

The Flexible Housing Subsidy Pool operated by Brilliant Corners offers market-driven incentives based on the diverse needs of property providers.

PINPOINTED TENANT MATCHING

The Flexible Housing Subsidy Pool has a large number of referrals to choose from when assigning potential tenants to units. Property providers are able to screen all referrals and match prospective tenants to vacancies prior to signing a lease.

ZERO VACANCY LOSS

Brilliant Corners provides vacancy payments to compensate property providers during the tenant matching process.

RELIABLE PAYMENTS

Brilliant Corners administers on-time rental payments to property providers throughout the duration of the lease.

WRAPAROUND SUPPORT

After moving in, tenants receive ongoing support from Brilliant Corners Housing Coordinators during the lease to ensure positive tenant-landlord relationships and lease compliance.

FINANCIAL AND ACCOUNT MANAGEMENT SERVICES

Brilliant Corners supports property providers in managing their portfolios, providing data-informed analysis, filling vacancies, and expanding business opportunities. Each property provider is paired with a Housing Acquisition Specialist to provide immediate support and develop strategies for long term growth.

Isidro with his son, pictured in the apartment they've called home since 2019.

HOW THE PROCESS WORKS:

- Housing Acquisition Specialist performs immediate inspection and acquires unit
- Housing Acquisition Specialist executes Agreement Regarding Vacant Unit (ARVU) with property provider
- Occupancy Team matches property providers with tenant and pays screening fee
- Property provider screens and approves tenant
- Tenant moves in, Housing Coordinator assists with move-in activities
- Brilliant Corners issues timely rent payments and supports tenant and property provider throughout tenancy

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Where housing and services come together

THE FLEXIBLE HOUSING SUBSIDY POOL
A Rental Subsidy Program that Works for You

IMPROVED COLLECTIONS

- ❖ Reliable Monthly Payments from Brilliant Corners
- ❖ Paid security deposit, screening fee, & furniture
- ❖ Guaranteed Damage Mitigation

DECREASED COSTS

- ❖ Vacancy hold lowers vacancy and turnover losses
- ❖ Permanent subsidy and support promotes long-term tenancy

EASE OF MANAGEMENT

- ❖ Single point of contact for all assistance

WRAPAROUND SUPPORT

- ❖ Housing Coordinator conducts regular visits
- ❖ Case Manager provides services, addresses issues

LANDLORD TESTIMONIALS

" We could not be more pleased with our experience in working with Brilliant Corners over the last year. They are extremely efficient in working with their applicants to partner them with landlords to achieve independent living through affordable housing. I would recommend BC over a majority of the other government subsidized programs that are available based upon how hands on and responsive they are in meeting the unique needs of all the individuals they serve."

Ian Hollinger, BRC Advisors

" I have been working with BC as a property owner for three years now, and am looking forward to many more. My experience with the organization has been top-notch. They give property owners the opportunity to help those in need, while also receiving excellent financial incentives and support."

Chris Barker, Property Owner and BC Partner

" From our prospective as a for profit developer, Brilliant Corners has been a phenomenal partner. They provide a reliable income stream on their leased units which minimizes our vacancy rate and mitigates our collection risks and related overhead typically associated with collections. In addition, Brilliant Corners provides comprehensive support services that help their tenants remain in good standing, and that helps us address problems that arise, minimizing the management resources required for their units. In addition, and more importantly, our partnership affords a sense of civic accomplishments that our team and investors can be very proud of."

Amir Ohebsion, Haroni Investments, LLC

To learn more, contact: Daniel Valdez, Housing Acquisitions Manager (213) 840-5237
dvaldez@brilliantcorners.org **or visit** *www.brilliantcorners.org*

4

SHELTER IMPROVEMENT INITIATIVE

by
Home for Good
Fueled by the United Way of Greater Los Angeles

TRAUMA-INFORMED DESIGN FOR HOMELESS POPULATIONS

"The design of a physical space influences the mental state of the people in that space. That shapes their attitudes and behavior."

SALLY AUGUSTIN, "PLACE ADVANTAGE, APPLIED PSYCHOLOGY FOR INTERIOR ARCHITECTS"

Note: The authors realize the language surrounding homelessness is evolving. While we respect that many people now prefer the terms "unhoused" or "houseless," we found it difficult not to use homeless or homelessness in certain instances. Those terms remain the official language of government and the terms most commonly associated with shelters. We hope language does not distract from the larger goal of this document, which is to provide safe and uplifting spaces for people who need it most.

The purpose of this document is to provide homeless shelters and other social service providers with design strategies that create a safe, healing and welcoming environment for vulnerable populations and the people who serve them.

Historically, little attention has been paid to how design can reduce trauma and instill resiliency in people battling homelessness and behavioral health challenges. Fortunately, that is beginning to change as more people understand the role our environments play in impacting health and wellbeing. This document builds on that understanding by providing tactical design solutions we hope organizations can use to improve the lives of people who are often overlooked.

The recommendations offered in this document are for renovations and/or new construction and draw on existing research examining the way design influences human behavior. These design guidelines also include insights from interviews with multiple social service providers in the U.S. and Canada (contributors listed on page 44). Such organizations often have limited resources, and the design solutions provided in these pages can—and should—be scaled to meet required budgets.

In all cases, we recommend that those using this document to engage with professionals who understand local code requirements.

Sincerely,

Pam Light   Deborah Sperry   Lori Selcer   Kay Sargent

Visual access to space is important. The addition of glass walls give people a sense of security within the environment. The use of natural materials, such as wood, can add warmth to a space.

CONTENTS

PEOPLE EXPERIENCING HOMELESSNESS

Homelessness is a widespread social concern in North America and many other developed countries.
More than **581,000** people in the U.S. and **235,000** people in Canada experienced homelessness in 2022.
This map denotes areas in the United States with the highest level of homelessness and the estimated counts of unhoused people.

By State, 2021

State	Count
WA	11,511
MT	1,168
ND	474
MN	6,461
ME	2,063
VT	2,591
OR	5,178
ID	1,017
WY	405
SD	817
WI	3,996
MI	6,546
NH	1,171
NY	76,051
MA	13,944
RI	1,086
NV	3,293
UT	2,410
CO	8,016
NE	1,776
IA	2,006
IL	6,933
IN	4,050
OH	7,762
PA	9,364
CT	2,165
NJ	7,443
DE	1,579
CA	51,429
KS	1,600
MO	4,079
KY	2,287
WV	823
VA	5,335
MD	4,048
DC	4,430
AZ	5,460
NM	1,972
OK	2,331
AR	1,470
TN	3,443
NC	5,612
SC	2,042
MS	359
AL	1,626
GA	5,232
TX	11,275
LA	1,613
AK	1,797
HI	2,490
FL	13,393
CAN	23,500

Number of People Experiencing Sheltered Homelessness per 10,000 People

- Less than 10
- 10–24
- 25–49
- 50+

Reference information:
HUD 2021 Annual Homeless Assessment (USA)
Homeless Hub (Canada)

01

CLIENT NEEDS & DESIGN CONSIDERATIONS

CLIENT PROFILE TYPES

Homelessness was increasing across much of North America before the coronavirus pandemic.[1] It has only grown worse since then. Layoffs coupled with steep price increases (particularly within the housing sector) have created a double whammy for homelessness service providers.[2]

Faced with increased demand, homelessness agencies and other shelters must make efficient use of limited space. This can be particularly challenging when dealing with vastly different client needs. Although no two clients have the exact same challenges, it's important to understand how homeless population demographics can shape facility and design requirements. This document addresses the following unhoused populations:

Veterans

Former military often have lasting physical and mental health needs stemming from conflict and battle. Wheelchair accessibility and calming spaces (that counteract PTSD and other mental health issues) are just a couple of the design considerations for facilities that serve veterans.

Victims of Domestic Violence & Trafficking

It is estimated that 80 percent of mothers and children experiencing homelessness have experienced domestic violence.[3] People who've been trafficked and exploited for sex and labor also face increased housing insecurity. For these victims of homelessness, facility design should provide a sense of privacy and safety, particularly within co-ed facilities. Ideally these facilities can cater to the play needs of children and offer spaces for families to stay together. Consider, too, how a facility name—particularly one that strongly suggests it is a homeless shelter—could scare off individuals who need the services but do not want to be associated with a shelter.

Addiction & Substance Abuse

While people experiencing homelessness are often unfairly classified as substance abusers, shelters must account for some clients having alcohol and drug addictions. Facility design that allows staff to safely and efficiently intake clients and their belongings and eliminate hiding spots for contraband can go a long way to ensuring a safe environment for all.

Individuals with Mental Illness

As many as one-third of unhoused individuals suffer from mental illness.[4] At the same time, we know that homelessness itself is a cause of mental illness, trauma and increased morbidity.[5] With mental illness playing such a large role in homelessness, spaces designed to serve this population should be as soothing as possible and speak to a diversity of needs. For example, some people experiencing a mental health episodes may not be able to sleep around other people in a dorm setting. Having smaller crisis dorms or dorms of different sizes could help accommodate these individuals.

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[1] The U.S. Department of Housing and Urban Development, "The 2020 Annual Homeless Assessment Report (AHAR) to Congress"
[2] The United Way of the National Capital Area, "The Impact of the Covid-19 Pandemic on Homelessness in the United States"
[3] Institute for Children, Poverty & Homelessness, "The Intimate Relationship Between Domestic Violence and Homelessness"

[4] Mental Illness Policy Organization https://mentalillnesspolicy.org/about.html
[5] Psychiatric Times, "The Never-Ending Loop: Homelessness, Psychiatric Disorder, and Mortality"

CLIENT PROFILE TYPES CONT.

Chronically Homeless Individuals

In 2020, 27 percent of individuals experiencing homelessness in the U.S. had chronic patterns of homelessness, defined as being continuously homeless for 12 months or at least four times in the past three years for a period adding up to 12 months.[6] These individuals can benefit from design that instills a sense of place, respect and ownership with the goal of encouraging the person to utilize the care and services a shelter provides. Ideally shelters serving this population can provide access to computers, WiFi and mailboxes to help people in their search for housing and/or work opportunities.

Families and Children

While individual adult men account for the largest percentage of homeless populations in the U.S. and Canada[7], they do not suffer alone. Families and children require specialized spaces that accommodate needs that are often different from the main population.

Seniors

Elderly populations also have different needs than the general population. Organizations that care for seniors must pay particular attention to design issues around accessibility, mobility, acoustics and lighting, all of which can be impediments to service for older clients.

Financial Need

Financial strain itself can often result in homelessness. This can affect people of all ages, race and physical health. Research has shown that financial crisis can result in one of the strongest factors associated with lifetime experience of homelessness in young adults. It is important to address those in need early to avoid damaging stigma, mental fatigue and prevent negative stimulus.

[6] HUD, "The 2020 Annual Homeless Assessment…"
[7] Canadian Observatory on Homelessness; HUD

CLIENT AND STAFF NEEDS & DESIGN CONSIDERATIONS

The best shelters align the needs of clients with the needs of staff. Often these needs can be harmonious. Regardless of who we are, we all want environments where we feel safe, secure and comfortable. Everyone also wants a place that is healthy and clean and allows us to be our best selves.

Safe & Secure Environments

The very definition of shelter is "to provide protection," so it's inherent that our shelters emphasize safety and security. Simple design solutions to promote safety and security include good visibility (clutter-free spaces that allow people to see people and things around them), places for guests to securely store personal possessions and proper lighting to illuminate those same spaces at night. Visible security, either in the form of personnel or door systems and video cameras, can also help people feel safe within an environment.

Privacy

Private spaces are important for providing clients with places to discuss their challenges one-on-one with case managers. These same rooms can provide areas for quiet moments to de-stress and plan. Though many shelters lack the space or resources for individual bedrooms and bathrooms, these room types can be particularly beneficial in serving families, women and victims of crime and violence, and people experiencing mental health crises.

Treatment and Learning

Design can be used to aid treatment and educate and inspire clients. This can include providing the space and resources, such as computers and classrooms, to help prepare clients on their path to housing and independence. Or it could be simply celebrating the steps they make along the way. One shelter we examined while developing this document features a large tree mural in a central space within the building. When clients reach new milestones, such as finding a job or permanent housing, they get to decorate the mural with a leaf recognizing their achievement. The mural has inspired other clients to take advantage of the shelter's case management services.

Comfort + Emotional Support

People won't take advantage of a shelter if they don't feel comfortable within the space. People who are comfortable and removed from the fight-or-flight survival mode of homelessness are also more receptive to treatment. Shelters can instill a sense of comfort in ways that stretch beyond soft furnishings and warm aesthetics. Providing people with a choice of space types—from group to individual and quiet to social—helps place people at ease. Wayfinding also supports comfort by providing people with intuitive layouts and signs that make a space more inviting and relatable. Clean, neat spaces and pleasant scents also can make a space more welcoming with little expenditure.

Health & Well-Being

Everyone needs access to clean air, light, exercise and nutrition to support both their physical and mental health. Shelters should consider how, if possible, they can provide operable windows, places for movement, connections to nature and healthy food choices to clients. Where actual access to nature is not possible, "virtual" access can be provided through art and imagery, pattern and color. One of the shelters we reviewed for this document operates a highly successful and popular community garden on its property. Clients grow their own fruits and vegetables, which not only provides them with nourishing food but also gives them a sense of pride and connections to sunlight, nature and physical activity.

Daylight

Daylight promotes health in numerous ways that can benefit both clients and staff. Daylight helps regulate our circadian rhythms — the physical, mental and behavioral cues that help regulate our 24-hour biological clocks. Our circadian rhythms influence our sleep and wakefulness cycles and other important health factors such as hormone release, hunger and digestion and body temperature. In addition to aiding our circadian rhythms, natural light and views of nature are also known to alleviate stress and help the body recover.

STAFF NEEDS & DESIGN CONSIDERATIONS

02

HOK+

SPECIFIC STAFF NEEDS AND DESIGN CONSIDERATIONS

Respite Areas

Caring for people who are experiencing homelessness can be both emotionally and physically draining. When possible, staff should have a place unto themselves where they can unwind, eat, socialize and discuss issues in private. Such spaces might include plants, artwork, soft lighting and window views that provide a relief from the reminders of work.

Pro tip: Wall colors can also help staff feel calm or energized, depending on the goal. See the "Paint and Color" section of this document.

24/7 Nourishment

Supervisory and intake staff often work irregular hours—nights and weekends—when access to healthy food options are limited. Design that offers and encourages staff to eat and drink properly helps people perform at their best and helps to retain staff.

Adequate Workspace

Many shelters were never built to serve as housing or workplaces. As such, shelter employees are accustomed to sharing desks and working in tight, makeshift spaces. Yet balancing public spaces within the shelter with work and office spaces can benefit both staff and clients. With adequate workspaces, employees are able to do perform their jobs better. Their clients, in turn, receive better care and support.

Private Bathrooms

When possible, shelters should consider private bathrooms for staff. The benefits of separate lavatories are twofold. They provide staff with privacy and a place for momentary respite. Clients also appreciate dedicated restrooms that provide them a sense of privacy and autonomy.

Social and re-fuel areas are important to well-being. Locating these spaces in areas with outdoor views and access to natural light helps to creates a relaxing, calming atmosphere.

TRAUMA-INFORMED DESIGN STRATEGIES

TRAUMA-INFORMED DESIGN STRATEGIES

The following pages discuss design concepts and strategies that can be used to improve spaces for serving vulnerable populations. It's important to note that not all the guidelines presented here will apply to your specific project or design needs. Shelters and service agencies operating in older buildings that require renovation, for example, will likely have more difficulty implementing design changes than those operating in new buildings or buildings under development. Municipal codes may come into play and require rethinking or compromise of the design recommendations presented here. For this reason, we recommend always consulting with a local professional designer before undergoing a significant building alteration.

Collectively, we hope the information provided within this section can help organizations better understand the fundamentals of design and how they can aid in the treatment and therapy of those experiencing various traumas, including homelessness.*

Visual cues and wall graphics can add interest to space. Choosing the appropriate furniture for each setting is important. Light weight furniture that is easily moved provides users flexibility to orient as needed.

*This paper makes no representations or warranties that a project, design or products will provide any specific therapeutic or psychiatric redress for those experiencing various trauma. We recommend that in addition to consulting with a design professional, an organization contemporaneously consult with its staff and licensed and trained professionals who specifically provide services for the treatment and therapy of those experiencing various traumas to provide advice, recommendations and information.

PLANNING

Planning, including programming and layout, takes a holistic look at the entirety of a building. Does the building have the capacity and infrastructure to function as intended? Is it laid out in an intuitive way? Are individual spaces properly furnished and equipped to meet specific goals?

These questions often are answered during the programming stage of design when designers vet and explore the facility needs of an organization. When it comes to programming for homelessness agencies, input from clients and staff is crucial. Organizations that have experienced success in facility planning often share the following planning elements across their core service areas.

Entryways

The old adage is true. First impressions are everything. Foyers, lobbies and exterior entryways, such as a driveways or porches, are often the first introduction people have to an organization. If the entryway of your facility isn't making a good first impression, here a few design fundamentals you may want to consider:

- **Transparency:** Glass doors and windows at the entrance offer two advantages: They allow for calming, natural light to enter a building. They provide a sense of transparency. Visitors and passersby can see what is happening inside before entering. This is critically important for reaching people who may be anxious or intimidated about seeking help.

- **Lighting:** If natural light is not an option at entrance, organizations should consider warm lighting that fosters a sense of comfort and relaxation. Lighting also offers a sense of security. Entries should be well illuminated at night.

  Pro tip: Soft white light bulbs have a warm, candle-like glow while lamps labeled cool white or daylight cast a more bluish tint.

- **Comfort & Security:** Guests will often queue at entry prior to opening hours. Ideally, shelters can provide an entrance with enough space to accommodate waiting guests and covered areas to protect from inclement weather and intense sun. Visible security (alarm systems, locks, security system placards) at entrance can also help guests feel safe and secure when visiting for a first time.

- **Signage:** Clear signage and wayfinding at entry also can help to put clients at ease by providing them an immediate understanding of where they are and intuitive guidance to other parts of the building.

- **Access to restrooms:** Shelter guests often have a single immediate need upon arrival. Easy-to-find restrooms can quickly make a shelter feel accommodating and welcoming. Restrooms located near arrival and visible by reception and security can quickly make a shelter feel accommodating and safe.

- **Warm accent colors:** Oranges, yellows and reds—when used sparingly—can evoke feelings of happiness and optimism and create warm energy upon entry to a facility. (A more in-depth discussion on color theory can be found in the Paint & Color section.)

Reception

Once people have entered a building, reception design can help immediately make them feel comfortable and special.

- **Welcoming reception:** Rare is the shelter that could be mistaken for a boutique hotel. Yet there are lessons shelters can learn from the hospitality industry, especially when it comes to reception. Shelters like the Salvation Army Center of Hope in Nashville have reimagined their reception to be more like a hotel concierge. Instead of a typical reception desk awash in reference materials and literature, the clean and clutter-free concierge reception offers clients more personalized answers and suggestions. The Salvation Army has found that clients and visitors respond better to this type of reception.

- **Comfortable and safe seating:** While waiting for an appointment, are people provided space that places them at ease? The best reception spaces share a few common traits: They're clean. They're well lighted. They offer comfortable seating that allows for distancing and access to amenities like bathrooms, water fountains, and outlets or USB connections for phone charging.

  Pro tip: People experiencing trauma often feel constantly on guard. Seating in reception areas should be placed with backs against a wall to put guests at ease and eliminate the fear of someone sneaking up from behind.

- **Meeting rooms:** Meeting rooms adjacent to reception offer clients quick access to service. Design for these spaces should consider privacy (visual and aural), aesthetics (lighting and décor) and comfort (furniture and, if possible, a separately controlled thermostat.) Ideally these spaces should also be secure, with door locks and duress buttons.

PLANNING

Shared Spaces and Sleeping Rooms

Dorms and shared spaces can be some of the trickiest spaces to program due to the challenges of balancing privacy and comfort with safety and security. As mentioned earlier, ideally shelters can provide clients with multiple sleeping choices (from large, to small to private) based on their needs. Regardless of size, a few design principles apply to all these rooms. They should contain space for people to store personal belongings, hard floors to simplify cleaning, and plenty of outlets for those who require CPAP machines for sleeping. Adjustable lighting, natural light and soothing color palettes, such as pale blues and greens, are also beneficial. Bed-bug-resistant furniture and mattresses (or mattress pads) are also highly recommended.

Hydration Area/ Kitchen

Guests often arrive tired and hungry. Ideally shelters can place an area near reception where people can access beverages, such as water and coffee, and light snacks. These spaces can include a sink, dishwasher, fridge, microwave, storage for dishes/cutlery and waste receptacles.

Staff Lounge

A staff lounge away from active intake areas offer a necessary and welcomed reprieve for employees. Such spaces should include doors for privacy and, if possible, comfortable seating, adjustable lighting and access to natural light.

Quiet Area

Shelters may want to consider a room for people experiencing moments of extreme stress and instability. Such spaces should help calm the person with features such as dimmable lighting and door and window treatments for privacy.

Intake Areas

Secondary building entrances can make ideal spots to locate intake areas. Here clients can arrive with their belongings and begin the onboarding process. Intake areas should include security checkpoints and access to seating and surfaces to place personal items. Locating washrooms (with showers), hot boxes, laundry facilities and lockers and storage near intake can help streamline the onboarding process. This area should be brightly lit, signage clearly visible and sight lines determined. Access to pet kennels, bike storage and waste receptacles near intake are additional considerations.

Orange is an energy color. It makes a room feel warm and active. The deeper the shade, the more appealing the color.
Pro tip: Too much color in a room can be overwhelming. Consider using a bold color on just one wall as a contrast to more neutral colors used elsewhere in the room.

INTAKE SHELTER PLAN EXAMPLE

SHOWER

BENCH

CAMERA ▶

SCALE

DOCTOR EXAM RM

EXAM TABLE

SECURITY VEST

CHILDRENS PLAY AREA

BARRIER FREE SHOWER

GUEST WC

CAMERA

POWER CHARGE

BENCH

WAITING AREA

SHOWER RM

SHOWER

SHOWER

SHOWER RM

HOOKS BENCH

BENCH HOOKS

BARRIER FREE ACCESS

MIRROR

MIRROR

QUIET AREA

STAFF WC

RECEPTION

LOCKERS

KITCHEN

HOOKS

HYDRATION AREA

BARRIER FREE ACCESS

BENCH

GARBAGE BINS

LOCKERS & STORAGE

HOT BOXES

INTAKE AREA

KITCHEN

CAMERA

SECURITY VEST

WASTE SORTING TABLE

SUPPLY STORAGE

QUIET AREA

MTG RM

MTG RM

STAFF LOUNGE

CAMERA

LAUNDRY

BENCH

BENCH

SUPPLIES CABINET

DRYER

WASHER

WASHER DRYER

PET INTAKE & BIKE STORAGE

This floor plate for a single-gender shelter includes a reception area with clear sightlines to the waiting area and secure main entrance.
A separate secure entrance allows access to laundry and storage facilities during client intake.

INTAKE SHELTER PLAN EXAMPLE

Reception concierge should have full visual access to people entering the building as well as guests within the waiting area.

An isometric view of the floor plan helps to understand the volume of various spaces, the visual access between areas, and traffic corridors that allow shelter guests multiple exit routes.

Individual seating within the waiting area is preferred, situated so no one has their back to traffic corridors. Power outlets for guests to charge their phones should be considered.

INTAKE SHELTER RECEPTION WAITING AREA
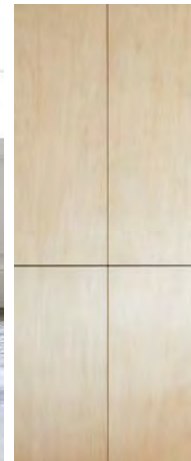
Bright, open areas allow visual transparency between spaces and make guests comfortable. Furniture should be comfortable and easy to clean. Consider a children's play area within a separate family waiting area.

INTAKE SHELTER WAITING AREA

If possible, place the reception area where natural light can enter the space. If the space is visible to public areas, a film or glazing can be added to the windows for privacy.

INTAKE SHELTER HYDRATION AREA

Consider placing a hydration area with coffee, teas, juices and soft drinks close to reception. Guests should feel welcome to grab a beverage while waiting. A standing height island within the kitchen area provides a place for casual interactions. Table and chairs allow guests an optional seating area to enjoy their refreshment while waiting.

INTAKE SHELTER PRIVATE CLIENT ENTRANCE

This intake area provides guests a place to store their belongings, have access to laundry and shower facilities, as well as medical services. Consider an adjacent building where pets, bikes and carts can be housed.

A counter at the entrance for sorting through personal belongings, along with laundry machines, help to aid in transition to a clean environment.

Lockers to store personal belongings close to the entry area give guests peace of mind that their items are safe.

COMFORT

One of the most important considerations to designing a space is whether it will be comfortable for its occupants. While comfort is subjective (what's comfortable for one person may be uncomfortable for another), the following factors all impact people's sense of pleasure and enjoyment: air temperature and quality, aesthetics, noise, acoustics and sense of safety. For social service agencies, this can be phrased another way: Try to provide a space that looks and feels welcoming—not institutional.

All spaces can benefit from the following comfort factors:

- **Temperature:** It can be difficult to please everyone when it comes to air temperatures. Questions your organization may want to consider: Do room thermostats allow for individual spaces to be heated or cooled to comfortable temperature ranges? In the absence of thermostats, can open windows, fans or portable heating and cooling units moderate temperature ranges? Is the temperature range appropriate for the clientele, such as elderly clients and those who are sick or on medication and often desire warmer spaces?

  Pro tip: Generally speaking, it is recommended to keep air temperatures between 68.5 to 75 degrees Fahrenheit in the winter and 75 to 80 Fahrenheit in the summer.[8]

- **Noise and acoustics:** Design can either exacerbate or mitigate sound. Hard materials such as tile, concrete, and metals magnify noise while soft materials such as carpet, plush furniture, fabric wrapped panels, and acoustical ceiling tiles absorb sound. Rooms that need extra focus on acoustics include conference rooms, private offices, intake rooms, phone booths and large meeting areas. Room acoustical control is usually accomplished by slab-to-slab walls (they don't just stop at the acoustical ceiling), and sound boots in HVAC ducts. This stops noise in the room from leaving and noise outside the room from coming in. Insulation and double-paned windows can help dampen outdoor noise.

  Pro tip: When planning a new building or renovation, it's important to consider outdoor sources of noise, such as busy roadways or exterior air conditioner units. Interior spaces that need quiet, should be planned away from those exterior noise sources.

- **Clean air:** Clean air is free of mold, chemicals, smoke and other toxins. Ways to improve indoor air quality include changing HVAC filters regularly, opening windows (if windows are operable and outdoor air quality is healthy), using portable air purifiers and stipulating the use of low or zero VOC paints, cleaners and materials within a building.

Few things are as unpleasant as foul and stale odors. Worse still is when offensive odors are masked with cleaning agents or deodorizers that add caustic and noxious fumes to the mix. Simple solutions like opening a door or window and using closed-lid trash receptacles can help eliminate many odors.

Pro tip: Products with a low VOC label contain less volatile organic compounds (industrial solvents such as trichloroethylene) that emit harmful gases and fumes.

- **Access to water and restrooms and laundry:** Your facility should provide guests with access to drinking fountains, water coolers, bottle fillers or other sources of fresh drinking water. Bathrooms should be clean and accessible. Clients with special needs should be able to access water and restrooms without the assistance of others.

- **Safe and secure storage:** People experiencing homelessness often arrive with large amounts of personal possessions. While providing storage space can be problematic for service agencies, it can also go a long way toward making clients feel comfortable and free them up to receive treatment and care. Ideal storage solutions can accommodate more than just clothing and personal effects but also bicycles and, increasingly, pets.

  Pro tip: Storage spaces can work best when they're adjacent to laundry rooms and trash and recycling bins, allowing guests to clean and consolidate their belongings. Hot boxes to disinfect clothing are also a nice amenity to offer if possible.

A space with neutral colors that uses texture (such as the baskets and the chairs webbing) help foster relaxation and comfort. Window views and close access to water and restrooms also help put people at ease.
Photo courtesy of HOK, photographer Ben Rahn

[8] https://www.cdc.gov/niosh/topics/indoorenv/temperature.html

PAINT AND COLOR

Paint and color can be one of the easiest and most cost-effective ways to freshen and update a space. Selecting the proper paint and color requires an understanding of how a space is to be used. Is it a low- or high-traffic area? What mood should the space evoke? Will it be used for social or group purposes or is it intended for quieter, more reflective uses?

Before we talk color, let's start with a brief overview of paint.

Types of Paint

Though color is often the first thing people consider when choosing a paint, it's also important to know the types of paints available and their best use. Interior wall paints typically come in four varieties, each of which have their pros and cons.

- Flat / Matte: As their names suggest, these paints have very little shine. The dullness of these paints makes them good for covering walls with a lot of imperfections. Flat and matte paints will also generally cover more square footage per gallon than the other paints listed here. A drawback, though, is that walls painted with flat and matte paints cannot be cleaned as easily as walls painted with shinier paint types. For this reason, flat and matte paints are best used for low-traffic rooms and ceilings.

- Eggshell: This popular paint type has a slight sheen that makes it more durable and easier to clean than flat and matte paints. Like those paint types, eggshell is also good and at concealing imperfections like cracks and nail holes. Eggshell paints can be great for medium/high-traffic spaces such as meeting rooms, offices and reception.

- Semi-gloss: This visibly shiny paint is mildew-resistant, which makes it popular for painting damp or humid spaces like bathrooms, kitchens and basements. Semi-glosses are good for painting doors and trim because of their ease of cleaning. Drawbacks of semi-glosses, however, are that they can be quite reflective (especially when covering an entire wall) and their high sheen accentuates imperfections beneath the paint.

- High-gloss: This paint has the greatest sheen of all. It is extremely durable and washable making it a good choice for high-touch woodwork like doors, cabinets, window and wall trim. Due to the high shine of this paint, it should not be used to cover walls as it will reflect sun and ceiling lights and highlight any existing wall blemishes.

Pro tip: No matter what type of paint you choose, ask for paints that have low or zero VOC (volatile organic compounds). While this may have some impact in reducing paint odor, it will provide healthier indoor air quality.

Understanding Colors:

Though you may not realize it, color and mood are closely associated. Colors can make us energized or relaxed. They can make us happy or sad. When choosing a color, it's important to again consider how the space is to be used. Do you want a space that evokes energy or one that evokes calm or something in-between?

Before we examine how specific colors impact our emotions, let's first look at how colors are classified. Many of us can recall the primary colors we were taught in elementary school. These colors—red, yellow and blue—are the basis for all other colors save for black and white. When we mix the primary colors we get secondary colors of purple, orange and green. Mix those secondary colors with primary colors and we get tertiary colors like orange, violet, rose, azure, chartreuse and spring green. Together these colors form the basis of the color wheel.
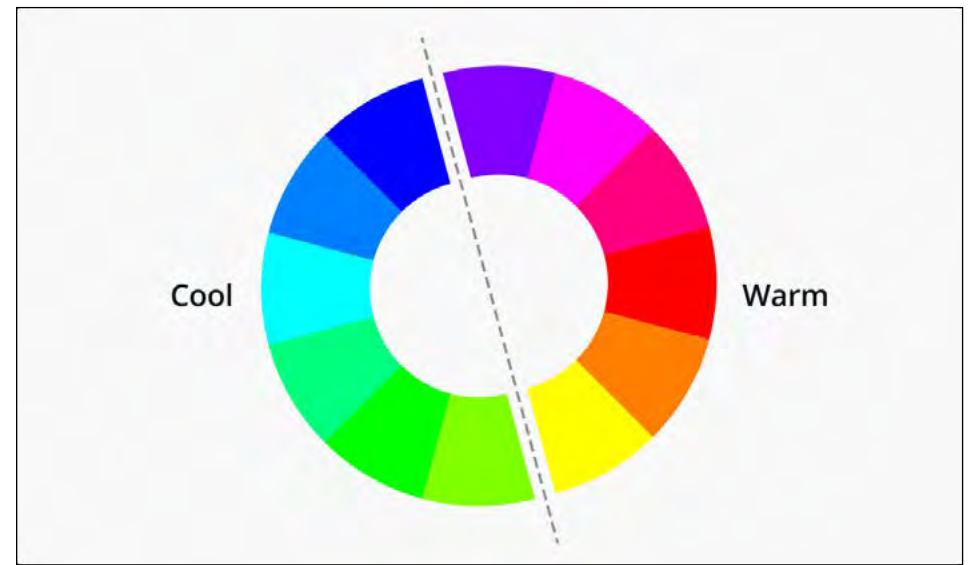
PAINT AND COLOR

Warm and cool colors: The color wheel can be divided into warm and cool colors. Warm colors like red, orange, yellow and purple evoke feelings of optimism, energy and joy. On the flip side, they can also signal danger and create feelings of anxiety. Cool colors like blues and greens can help people feel calm and relaxed. They also can make people feel sad.

Hues and colors not on the color wheel can also stir emotions. Black and dark grey, for example, can evoke feelings of sadness and despair. Pastels like pink or lilac, meanwhile, tend to lift people's moods.

Pro tip: It's important to balance both warm and cool colors with neutral colors such as light greys, off whites or beiges. This is particularly true with bright colors. We recommend painting just one wall in a bright color and the rest of the walls with a complementary neutral tone. If you are going to use bright colors, we suggest limiting the extent to perhaps just one wall, and the rest with a complementary neutral tone.

Another way to incorporate bright color is with furniture, upholstery and artwork.

Healing colors: People have used color for centuries to promote healing. Healing colors can help calm the nervous system and make environments more comfortable and restorative. Here's a look at how colors can promote healing.

- **RED:** Red is a warm and stimulating color that creates energy and induces vitality. Red can help alleviate depression and stimulate appetite. Too much red can also create negative outcomes in some people as it has been shown to elevate blood-pressure and increase adrenaline. Before painting a room red, consider its use and use it in moderation.

- **ORANGE:** Orange is an energizing color that radiates warmth and happiness. Unlike its base colors—red and yellow—orange is generally a safe bet for adding cheer to a room and can be used in greater quantities than its core components. Because of its healing properties, orange is one of the best colors for hospitals and particularly children's rooms.

- **YELLOW:** Often associated with the sun, yellow is bright and warm color that evokes feelings of joy. Yellow stimulates intelligence and inspires creativity. Too much yellow, however, also can overstimulate people making it difficult to fall asleep.

- **GREEN:** Green is calming, natural, balanced and motivating. This cool color is often associated with growth and renewal, and studies have shown that green increases feelings of hope. Green is often a safe choice for creating relaxing and receptive places.

- **BLUE:** Blue is the color of the sky and the sea and evokes feelings of serenity and peace. Unlike some warm colors, blue can lower heart rates and blood pressure. Too much of this color, however, can also create the blues, leading to feelings of despair and depression.

- **PINK:** Although often associated with romance and femininity, pink supports creativity and—in lighter shades—can be calming and stimulate happiness. Darker pinks share many similarities with red and bring energy and excitement to a space.

- **PURPLE:** Purple and the related colors of lavender and violet support imagination and insight. Lighter shades of purple also can be calming and have a similar effect on people as orange. Darker purples, meanwhile, share similar properties as blues.

Pro tip: If graffiti is a concern, several manufacturers now offer paints and coatings that repel materials such as spray paint and permanent marker.

A simple wall of yellow can brighten a person's day. When used with art, such as this painting of a smiling person, the effect can be even stronger. Wall paint, inexpensive tile floor, artwork, accent lighting (lamp) and furniture (blue is a complementary color to yellow) is a cost-effective way to change a room. Photo courtesy of HOK, photographer Andrew Bruah. Estimated cost for the room: Paint ($500), floor and base ($1000).

FURNITURE TYPES

Each piece of furniture within a space must address the needs of the individuals within the environment, whether that be a seat in a staff office setting or a place to set a coffee in a social setting. When selecting furniture, it's important to understand the function of the space, the activities that will happen in the room, and how an area will be used.

The construction and quality of furniture can vary, so requirements for durability, intended use and even size should be considered when making selections.

Residential Furniture

The most inexpensive and widely available furniture, residential furniture is intended for use within people's private homes. While the quality of residential furniture can vary greatly based on manufacturer and price, residential furniture is generally not as strong, safe and durable as the other furniture types listed here. For that reason, its use is not recommended for businesses and organizations that serve the general public.

Contract-Grade Furniture

Also referred to as commercial-grade furniture this is the type of furnishings often found in hotels, restaurants, offices, airports and other public and high-use areas. Contract-grade furniture undergoes testing for durability, stability and weight-bearing qualities. This furniture often comes with a seal from the Business + Institutional Furniture Manufacturers Association (BIFMA) vouching for the quality of its construction and ergonomics.

Healthcare Furniture

Healthcare grade furniture is contract grade furniture, but also adheres to additional standards. Furniture in healthcare needs to accommodate high traffic use, be easy to clean (chemicals, human fluids, dirt), hold a certain weight (bariatrics), and have different sizes / dimensions to be able to fit all types of people. A common characteristic of healthcare grade seating is a chair with arms and a seat height of 17 inches or higher so that it is easier to get in and out of. The legs of healthcare grade furniture are often metal for easy floor cleaning and durability, although wood legs are acceptable.

Before choosing a furniture type, organizations should consider how and where a piece of furniture will be used. While healthcare furniture is more durable than other furniture types, it's also more institutional looking and may not look good in a reception space or other area where aesthetics are important. Contrarily, contract-grade furniture probably isn't a good fit for rooms that require heavy cleanings with bleach and other disinfectants.

Pro tip: Always take a look at a furniture's warranty and recommended use before making a major purchase.

A blend of cool and warm colors help balance the mood in this room. The multiple light sources make it interesting. The furniture is all BIFMA approved with healthcare seating heights. Child-size furniture invites younger guests to feel welcome. The large screen provides both entertainment and information. Photo courtesy of HOK, photographer Andrew Bruah.

FLOORING

Flooring is often the first thing people notice about a space. Flooring impacts the aesthetics, comfort, feel and durability of an environment. Like other design elements discussed in this guide, flooring should support the needs and use of a space. Flooring types include hardwood, carpet, laminates and tiles, each of which have their advantages and disadvantages.

Hardwood

Although no longer common in new commercial construction, many older buildings have existing hardwood floors. Hardwood brings immediate warmth to a room, and older wood floors often can be refinished to return to their original glory. Wood floors can help with acoustics. New wood floors, however, are more expensive than many of the flooring types discussed here. Other disadvantages are that they can warp and buckle when exposed to water and humidity and are less resilient to wear and cleaning than some other floor types. For this reason, we do not recommend the new installation of wood in places such as basements, kitchens and bathrooms.

Carpet

Carpet immediately softens and quiets a room and is a great flooring option for controlling sound. On the downside, carpet is more difficult to clean than hard surface flooring and can absorb odors. Carpet is also susceptible to wear, particularly in high-traffic areas. For these reasons, it is best to choose contract-grade carpet that will stand up to high foot traffic and rigorous cleaning better than residential carpet. Look for contract-grade carpet that has a loop and/or a shorter and denser pile. If possible, also choose solution-dyed nylon-fiber carpets that retain their color and stand up to strong cleaning agents better than other carpet types.

Linoleum Tile / Sheet

Linoleum is durable and has a great appearance for a hard surface floor. It is made from natural raw and rapidly renewable materials (linseed oil, cork dust, pine resin and mineral fillers and jute backing) and is carbon neutral and recyclable. Linoleum flooring is very durable and easily cleanable with wet mopping and dry duff; no waxing is required. Linoleum is available in sheet, tile and planks and comes in a variety of textures and colors, including organic patterns for a stone, concrete or wood look floor.

Rubber Tile / Sheet

Rubber flooring is a PVC-free flooring option that is easy to clean, extremely long lasting and has high walking and standing comfort underfoot that contributes to pleasant room acoustics with inherent impact sound reduction. Rubber is also resistant to cigarette burns and very hygienic. Being dimensionally stable, rubber floors never shrink. All seams are permanently sealed, and no joint sealing is required. Rubber flooring is available in sheet and tile and comes in a variety of textures and colors, including organic patterns for a concrete or wood look.

Vinyl Composition Tile

Vinyl composition tile (VCT) is one of the most common flooring options for high-use, high-traffic contract spaces. VCT is rigid tile that can be easily installed and is completely synthetic, allowing it to hold up well to spills and wet cleanings. VCT does need to be waxed and stripped regularly, so the life cycle cost impact of maintenance can be higher than other non-wax flooring option. Some VCT products can be maintained with no wax, however only if used in a low traffic area. While VCT generally does not have the warm residential feel of wood or some of the sheet vinyl products, it is available in a variety of colors. We recommend choosing VCT that is phthalate-free and made of recycled material and avoiding VCT that contains PVC, a persistent organic pollutant. For buildings that have existing vinyl tile flooring, be sure to check that it is not the older vinyl asbestos tile, which will require removal and abatement by specialists.

FLOORING

Sheet Vinyl/LVT

Sometimes referred to as luxury vinyl (LVT), sheet vinyl is a more pliable product. It can come in a variety of shapes such as squares, rectangles, planks or wide sheets that have a monolithic look. It uses a simple click-and-lock installation method. In addition to offering a variety of color options, sheet vinyl can mimic the look of natural flooring surfaces like hardwood, concrete and stone. Many of the larger sheet products can be sealed to prevent infiltration of moisture and bacteria if required. For a healthy environment, avoid PVC, and select a phthalate-free product that requires no wax. Sheet vinyl flooring generally requires regular wet mopping and dry buff. Choose a non-wax product to save on life cycle maintenance costs.

Pro tip: Sealing the impervious flooring also can trap moisture in the concrete slab below it, potentially causing damage. Be sure to have the slabs tested for water content prior to installation to evaluate any red flags.

Clay-Based Tile

Ceramic and porcelain tile are clay-based tiles that can be used for both floor and wall coverings. While they can have similar looks, porcelain has higher density that makes it more durable. Both ceramic and porcelain are water resistant and tend to have much longer lifespans than laminate and vinyl flooring. On the downside, ceramic and porcelain tiles are much more expensive than laminate and vinyl and much heavier, requiring that the subfloor be rigid and strong enough to support their weight. Grout between tiles can also be difficult to clean and can harbor mildew, mold and bacteria.

Pro-tip: Tiles in showers and other wet areas can be a slip hazard. Before installing floor tiles in bathrooms, make sure they have an OSHAA-recommended coefficient of friction of 0.50 or higher.

Pro tip: Be sure to select a darker grout color for floors to avoid discoloration resulting from cleaning/moping. Also, be sure to moisture seal the grout.

Polished Concrete Flooring

Polished concrete is the ultimate no-wax flooring material. With the proper floor-grinding equipment and experience, concrete polishing contractors can grind concrete surfaces, new or old, to a high-gloss finish. Concrete floors are easy to clean, requiring only occasional damp mopping. They also eliminate the need for messy waxes or coatings as well as the associated labor, time, and expense to apply them. Note: Existing concrete floors must be in good condition prior to polishing.

FLOORING

The following table offers a guide for the best flooring for specific room types.

	RECEPTION	COFFEE BAR*	BATHROOM**	MEETING / WAITING	LOUNGE + SOCIAL	DINING HALLS	SLEEPING ROOMS
HARDWOOD	✓			✓	✓	✓	✓
CARPET	✓			✓	✓		
VINYL	✓	✓	✓	✓	✓	✓	✓
LINOLEUM	✓	✓	✓	✓	✓	✓	✓
RUBBER	✓	✓	✓	✓	✓	✓	✓
CLAY TILE	✓	✓	✓			✓	
POLISHED CONCRETE	✓	✓	✓	✓	✓	✓	✓

*Kitchens (with cooking facilities) require code compliant finishes; as well as other items such as ventilation, sinks, etc. Any kitchen plans designs should ONLY be prepared by professionals such as licensed designers, engineers and architects.
**Linoleum, rubber and VCT (vinyl tile) can technically be used in these areas, however as they have seams, they require more maintenance.

CABINETRY AND COUNTERS

Like flooring, cabinetry and counters come in a variety of materials each with its own advantages and disadvantages. Price is often the No. 1 determinant in selecting cabinetry and counters. But choosing solely based on price can lead to costly repairs and replacements if a material is ill-suited for how it is being used.

Solid Surface

Solid surface is a man-made material, made up of acrylic resin, polyester resin, or both. It can be heated to be curved or shaped. The main use of solid surface is for seamless countertops, but can also be used for signage, shower walls, and arms/table tops of furniture. It is non-porous, so it is often used in medical spaces for cleanliness. Solid surface is easy to maintain and easy to clean, though it has a higher initial cost than plastic laminate.

Plastic Laminate

Plastic laminate is a surface made of bonded plastic layers. Plastic laminate is most commonly used for casework surfaces including base cabinets, upper cabinets, shelving, and reception desks. Plastic laminate has a variety of colors, patterns, and manufacturers. This allows for a spectrum of design creativity through this material. It does not hold up well in areas with continual water spills and is difficult to repair.

Solid Wood

Constructed from pieces of hardwood laminated together with glue, solid wood counters provide a warm, organic surface that is wonderfully forgiving, gentle on dishware, and able to absorb the noise of a busy environment. Wood can also be repaired and refinished when damaged.

Stainless Steel

Most often used in food preparation and outdoor areas, stainless steel counters and cabinetry are extremely durable and resist stains, bacteria, mold and heat. Be mindful of using stainless steel on countertops as it will scratch.

The entrance and reception to a facility should look professional. The desk should be free of clutter and be accessible to people with disabilities. The receptionist should have visual access to everyone entering the space and seated in the waiting area.

HEALING POWER OF NATURE

Biophilia is a term used to describe the deep psychological connection people have to nature. Biophilic design recognizes this connection—forged over thousands of years—and uses it to create spaces that incorporate natural elements in soothing and therapeutic ways.

Research has backed up the importance of biophilic design to reduce stress and aid healing. One of the first studies observed patients recovering from surgery. One set of patients were given a room that looked out onto trees. Another group of patients had a room that looked onto a brick wall. Patients in the room with the views of trees not only recovered faster, they also required less pain medication.[9]

Today, when we practice biophilic design, we first look for found opportunities. Can curtains and blinds be opened to allow for outdoor views and for natural light to enter the interior? Can doors and windows be opened to let in fresh air?

Indoor plants are an easy and inexpensive way to introduce biophilia into a space. Not only do plants help people de-stress, they help filter and clean the air. Natural elements like wood furniture and flooring and stone accents offer another way to incorporate biophilic design. Representations of nature, such as photos, art and graphics, can also offer the same calming and therapeutic effects of direct connections to the natural world.

Pro tip: If indoor plants are part of your biophilic design, make sure you have a plan in place to properly water and care for them.
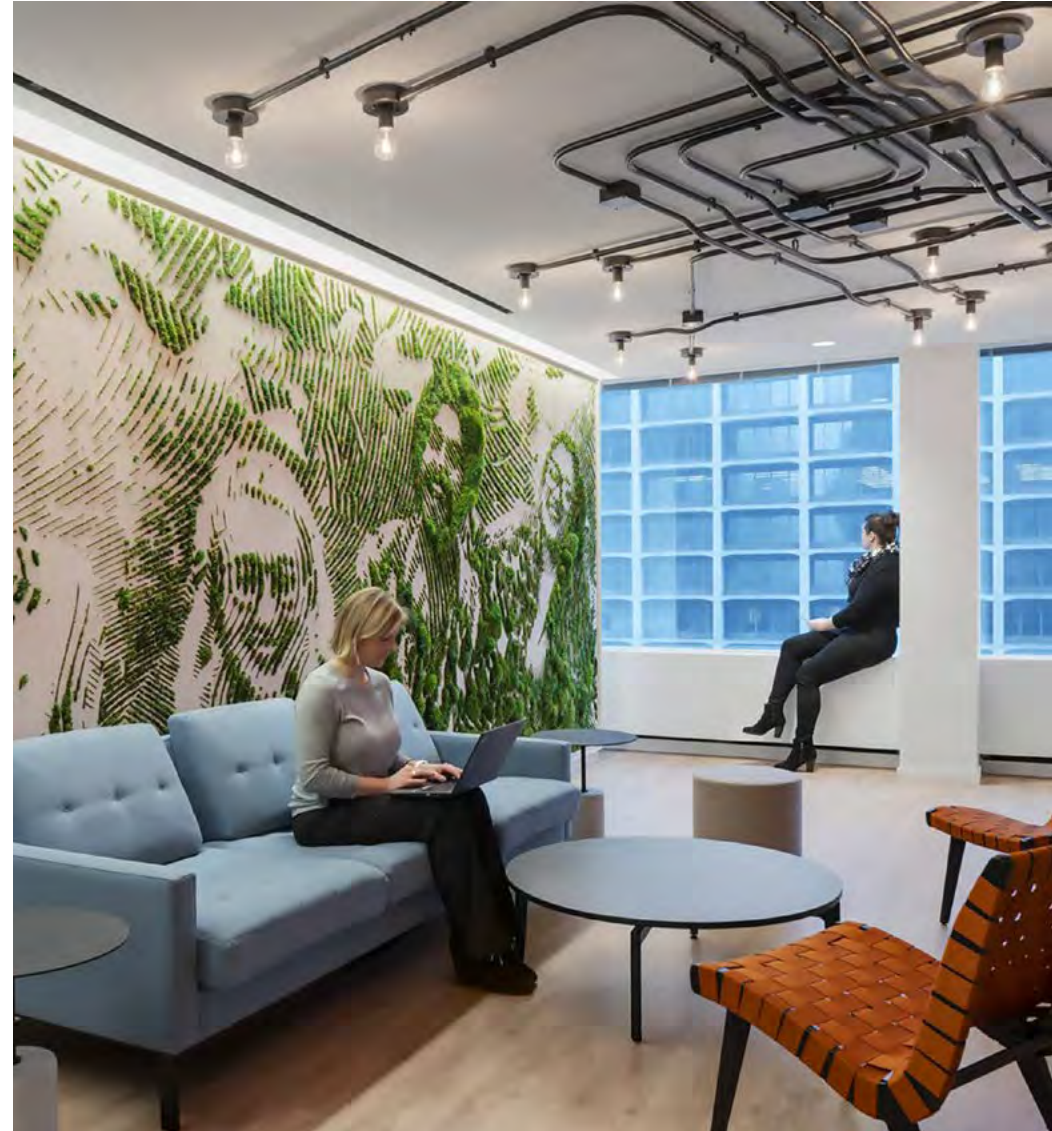
Wall graphics are a cost-effective way to bring the elements of biophilic design to a space. In this instance moss has been used to create a beautiful mosaic of textures and color.

[9] The journal Science, "View through a window may influence recovery from surgery," Ulrich 1984

SECURITY & PRIVACY

Safety and security are important throughout the facility. In addition to being welcoming, a front entrance must be able to close and lock when needed. If closing at the end of the day, the exterior glass may need to be protected (depending on the location) from night vandalism. Facilities need at least one, if not more, exit doors in case of emergencies. These should also have cameras tied to a master security feed to make sure all entrants are known and welcome.

Ideally, most interior doors should lock for client and staff safety and security. Some rooms, such as conference rooms, do not always need a lock but may be requested for a 'shelter in place' scenario. Mailboxes and lockers should have locks so that clients have a secure location for their items.

Entrances and all building paths need to be well-lit with clear camera angles. On the interior, all lighting must meet code including emergency exit lighting and strobes. Dark hallways can seem threating and therefore should be comfortably lit and cheerful.

The main entry and other strategic locations should have duress buttons that go immediately to security.
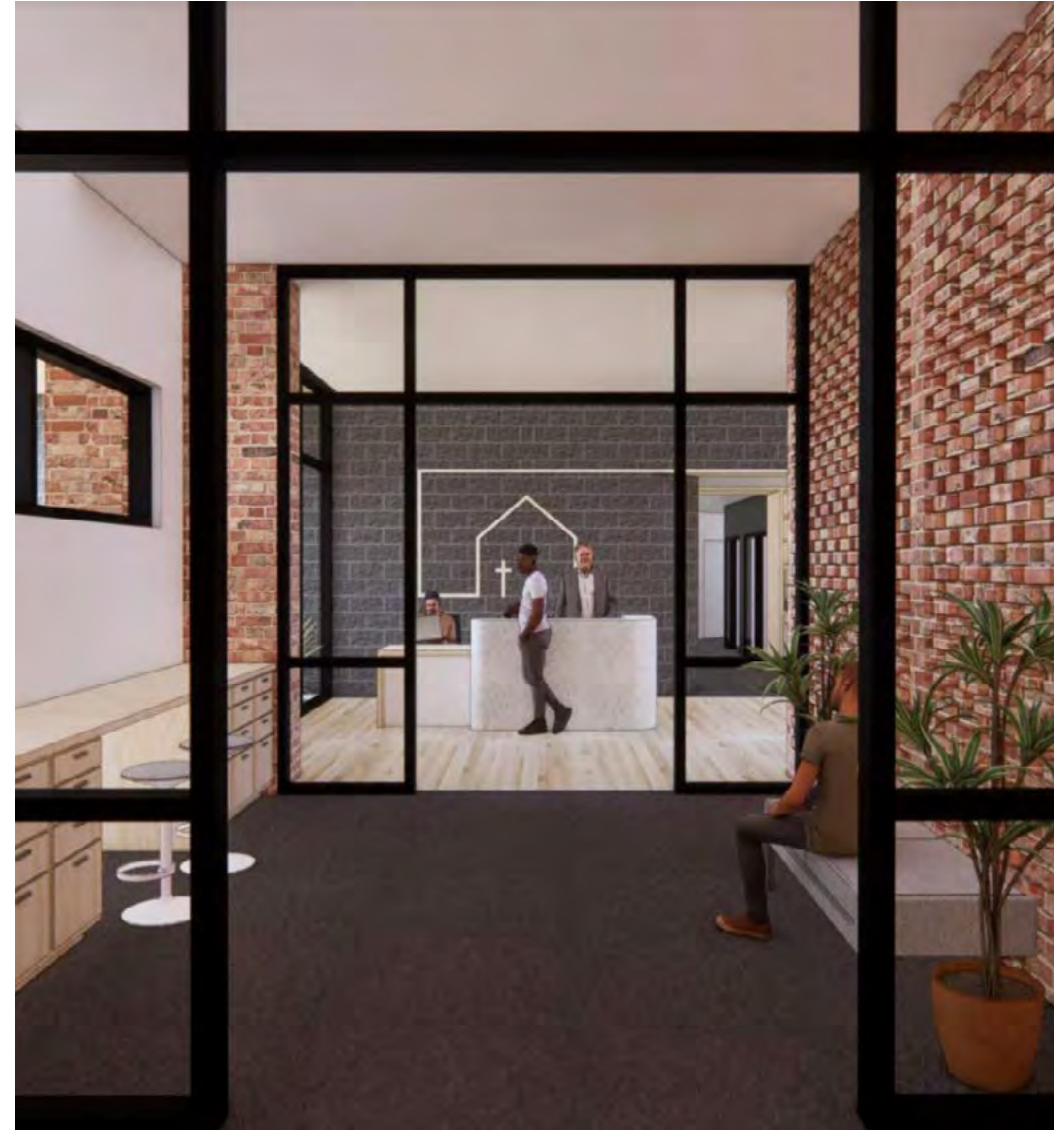
This entrance features a warm aesthetic with exposed brick, natural light and plantings while also providing clear sightlines to the street and a secure vestibule with space for storage and security screening.

LIGHTING

Lighting provides warmth, security and comfort. It helps regulate our moods and impacts our health, particularly the circadian rhythm that influences our sleep and wakefulness.

When considering lighting, it's important to evaluate its purpose and location. Reception and intake, for example, will require different lighting than a more private or quiet space, such as a sleeping area or work area. Before choosing new or replacement lighting, designers often assess the following four criteria:

1. Brightness and color temperature
2. Energy efficiency
3. Natural light
4. Variety

Brightness Levels & Color Temperatures

Not all light is the same. In fact, light varies widely particularly when it comes to color temperature—the color of light coming from a bulb. Color temperature is measured in degrees Kelvin. Bulbs with a low Kelvin cast a warmer, yellowish glow while bulbs with a high Kelvin produce a bluish glow.

The following chart can provide a guide for the best color temperatures for specific locations:

COLOR TEMP. (KELVIN)	2700K	3000K	5000K
LIGHT APPEARANCE	Warm White	Soft White	Cool Daylight
AMBIENCE	Cozy, Inviting	Warm, Welcoming	Crisp, Invigorating
BEST FOR	Living Rooms, Kitchens, Sleeping Areas	Bathrooms, Entryways, Outdoor	Basements, Garages
	Table/Floor Lamps, Pendants	Vanities, Overhead Lighting	Task Lighting, Security Lighting

Energy Efficiency

Light bulbs have become more environmentally friendly in recent years. Today's LED bulbs require just a fraction of the energy of yesterday's incandescent bulbs and as a result reduce energy costs. While costs for the LED fixtures and lamps may be higher than fluorescent, the longevity of the lamps and lower energy usage will quickly recoup the initial investment.

When updating or adding new lighting, it's important to understand watts and lumens. Watts measure the amount of energy a bulb consumes. In older incandescent bulbs, watts also were a measure of brightness. The higher the watts, the brighter the bulb.

Newer LEDs, however, can produce the same brightness as incandescent bulbs with far less wattage. For LEDs (and other high-efficient bulbs such as fluorescents and halogens) brightness is measured in lumens. The more lumens, the brighter the bulb. A 9 watt LED bulb that creates 800 lumens of light is just as bright as 60 watt incandescent bulb. In addition to saving energy costs, LED bulbs also have a much longer life-expectancy than incandescent bulbs (5-10 years compared to 1-2).

Pro tip: It can often make sense to experiment with bulb brightness to ensure a space has proper lighting for its intended purpose. Light that is too dim can make reading, working and socializing difficult. On the other hand, rooms that are too bright can cause headaches, anxiety and irritation.

Daylighting / Sunlight

As discussed earlier, natural light is both restorative and therapeutic. It helps us relax, grounds us in the moment and impacts our sleep/wake cycle. When possible, natural light should be used to complement artificial lighting.

Studies suggest that sunlight helps people with depression and anxiety by triggering the creation of serotonin, a hormone that regulates mood, emotions and appetite.[10] Additionally, staff with more access to light are also more satisfied and more comfortable.[11]

[10] Sally Augustin, Place Advantage, Applied…"
[11] Sansone RA, Sansone LA. Sunshine, serotonin, and skin: a partial explanation for seasonal patterns in psychopathology?. Innov Clin Neurosci. 2013;10(7-8):20-24.

LIGHTING

Variety Of Lighting

Incorporate a variety of lighting to make spaces feel interesting and inviting. The most comfortable spaces are those that include at least three different lighting sources, for example overhead lighting, lamps and windows. Dimming is another way to provide a variety of lighting levels.

Pro tip: Think of a sunny morning room with daylight, overhead lights and table lamps. This gives the room energy and cheerfulness from the sun, general lighting from the overheads for good visibility, and intimate pools of light from the table lamps that make people feel safe and secure.

Variation in lighting adds interest to a space. Zones can be created by anchoring furniture and placing suspended light fixtures directly above. It is important to ensure all areas within the facility are well lit.

VISUAL STIMULI

Art, graphics and other visual stimuli complement interior design and architecture. Visual stimuli can help us relax and inspire creativity and wonderment. On the other hand, visual stimuli that is overwhelming or provocative can evoke unwanted emotions like anger, anxiety and agitation. For this reason, visual stimuli should be thoughtfully applied with an understanding of how it will support the broader goal of a space or building. Visual stimuli is often associated with artwork, but it also applies to other elements of design and décor, including texture, color and layering and signage.

Physical Texture

From an evolutionary perspective, people respond to visual cues inside spaces that represent what they have found comforting outside. Texture is a visual cue that abounds in nature. Beyond providing visual depth, texture offers comforting and familiar physical connections to the natural world. Think of how tree bark feels on your fingertips or how grass and stone feel beneath your feet.

Indoors, texture can create similar feelings of comfort and familiarity. Textural wallpaper or fabric, for example, can break up monotony within a space and provide visual depth to an otherwise flat surface. Wall graphics with subtle patterns or organic imagery can provide a similar effect.

Pro tip: Keep in mind that texture can present issues with cleaning and maintenance. Because of this, textured surfaces should be used in a limited way.

Use of Color

Color itself can provide for visual stimuli. A single wall painted in a bold or bright color can enliven a room and provide a source of energy or amusement. Contrarily, a room painted in muted soft colors can help mitigate stress and foster concentration. (See "Paint and Color" section.)

Layering

Adding a sense of depth or interest (for example seeing a seating area, and behind that a quiet corner, and behind that a view to a garden) keeps a space dynamic and activates engagement without causing stress

Applying design elements in abundance also brings an element of joy to the space. An example of layering is using biophilia in a space along with a graphic wallcovering, offering both 2D and 3D elements. (See image on page 28)

Signage & Wayfinding

Signage and wayfinding needs to be clear and intuitive. Wayfinding and signage should be language-agnostic and easy to comprehend regardless of a person's understanding of English or ability to read. When done thoughtfully, signage and wayfinding also can become visual stimuli similar to art, color and layering. Room signs, building maps and other signage can inject branding or whimsy that not only captures people's attention but provides delight.

Pro tip: Be careful to not overwhelm the room when adding graphics, artwork and color. Empty walls provide a welcomed balance to a wall of information.

Art

Art can be an easy way to introduce visual stimuli to a space. Though people can experience art differently, the following tips can help ensure artwork resonates broadly:

- Locally produced art helps connect a space with community and can instill a sense of pride.
- Art adds cultural value to a space that can be inspiring and empowering.
- Art produced by clients is empowering, leading to feelings of self-worth.
- Realistic art of animals and/or landscapes tends to place people at ease, whereas abstract art can be unsettling to many people.

LEED & WELL

When possible, incorporate LEED (Leadership in Energy and Environmental Design) and WELL requirements into your spaces. Both LEED and WELL are third-party rating systems for buildings. LEED measures the environmental footprint of a building, and WELL measures how a building can support the health and well-being of occupants.

Developed by the non-profit U.S. Green Building Council, LEED includes a set of rating systems for the design, construction, operation, and maintenance of green buildings, homes, and neighborhoods that aims to help building owners and operators be environmentally responsible and use resources efficiently.

The WELL Building Standard is the premier standard for buildings, interior spaces and communities seeking to implement, validate and measure features that support and advance human health and wellness. Concepts of WELL touch on the quality of air, water sound, light and materials of the environment, as well as beauty, connection to nature, nourishment, movement and social equity.

Pro tip: Both LEED and WELL offer certification, but as that comes with a cost, following the principals and intent of the various credit categories can go a long way to providing facilities that are better for the environment, better for the staff and clients, and cost less to operate.

Furniture variation, such as standing height tables, encourage users to meet and interact casually and avoid sedentary behaviors. The addition of wall graphics can add warmth and serenity to a space. Location and graphic image must be properly considered. Note large graphics require visual distance to be properly appreciated.

05

BUDGET

BUDGET REFERENCE MATERIAL

	SMALL SCALE RENOVATION CONSTRUCTION COSTS				
Item	Description	Sq. Ft.	CAN Budget $	USA Budget $	Comments
1.1	**Demolition**				
	Drywall partitions	100sf	$2,500.00	$2,000.00	Removal of existing walls without power
	T-bar Ceiling	100sf	$150.00	$120.00	Removal of t-bar ceiling (not including lighting)
	Drywall Ceiling	100sf	$200.00	$160.00	Removal of drywall ceiling (not including lighting)
	Door + Frame		$200.00	$160.00	
	Carpet or VCT	100sf	$200.00	$160.00	Remove & dispose of flooring
	Ceramic tile	100sf	$325.00	$260.00	Remove & dispose of floor tiles
1.2	**New Construction**				
	New T-bar Ceiling	100sf	$1,850.00	$1,500.00	Based on standard t-bar specifications
	New Drywall Ceiling	100sf	$4,000.00	$3,200.00	
	Door + Frame		$1,800.00	$1,425.00	Paint grade or hollow metal door & frame.
	Lock for door		$1,750.00	$1,400.00	
	Door closer		$1,500.00	$1,200.00	
	Drywall partitions		$1,750.00	$1,400.00	10'-0" of drywall partition approx 9'-0" in ht
	Glass wall		$4,000.00	$3,200.00	10'-0" of gazing approx 9'-0" in ht
	Paint for walls		$30.00	$25.00	10'-0" of wall paint
	Vinyl wallcovering for walls		$6,000.00	$4,750.00	10'-0" 0f wallcovering installed (standard grade)
	Paint door & frame		$500.00	$396.00	
	Flooring - carpet tile	100sf	$6,800.00	$5,400.00	Standard commercial grade product
	Flooring - vinyl (LVT)	100sf	$1,000.00	$800.00	Standard commercial grade product
	Flooring - Tile	100sf	$2,000.00	$1,600.00	Standard commercial grade product
	Single glazed entrance door		$7,500.00	$6,000.00	
	Double glass entrance doors		$10,000.00	$8,000.00	
	Kitchen millwork (lower cabinets)		$16,000.00	$12,700.00	10'-0" plastic laminate fronts with Corian counter top
	Kitchen millwork (upper cabinets)		$5,000.00	$4,000.00	10'-0" plastic laminate fronts
1.2	**New Electrical**				
	Lighting - Pendent fixture		$600.00	$475.00	Per LED light fixture installed
	Lighting - 2'x4' fluorescent		$300.00	$240.00	Per light fixture installed
	Lighting - downlight		$375.00	$300.00	
	New light switch		$500.00	$400.00	
	Electrical wall outlet		$380.00	$300.00	1 duplex outlet
	Communication - data drop		$250.00	$200.00	2 COMM outlets
	Electric strike security device		$4,500.00	$3,600.00	Single door installation
	Mag lock security device		$7,500.00	$6,000.00	Single door installation
1.2	**New Plumbing & Washroom Accessories**				
	New toilet (water closet)		$6,159.00	$4,880.00	Commercial grade
	New Urinal		$6,300.00	$5,000.00	Commercial grade
	New wall mounted sink		$6,550.00	$5,200.00	Commercial grade with faucet
	New kitchen sink		$15,000.00	$12,000.00	Commercial grade with faucet
	New shower stall		$4,750.00	$3,770.00	5'x5' prefabricated enclosure
	Grab bars		$200.00	$160.00	30" grab bar
	Paper towel dispenser		$650.00	$520.00	Wall mounted
	New Fire Hose cabinet		$5,000.00	$4,000.00	
1.3	**Furniture**				
	Table & chairs		$2,100.00	$1,670.00	Seats 4
	Table & chairs		$2,800.00	$2,300.00	Seats 6
	Table & chairs		$3,500.00	$2,800.00	Seats 8
	Lounge chair		$1,200.00	$950.00	Vinyl or cleanable fabric
	Coffee table		$750.00	$600.00	Plastic Laminate - wood veneer
	Desk		$1,750.00	$1,400.00	72"Lx30"W (with 15" storage/file unit)
	Task chair		$500.00	$400.00	
	Reception desk		$7,000.00	$5,550.00	Standard Furniture systems desk 8'x8'
1.4	**Other**				
	Area rug		$4,500.00	$3,600.00	10'x8'
	Task light/Lamp		$550.00	$440.00	Commercial grade
	Privacy film on glass		$180.00	$145.00	10'-0" length by 3'-0" ht

The costs are high level estimates ONLY and are not a representation or warranty that an organization's actual bids or negotiated prices will conform to the above. Different States and locations will vary in costs. Inflation and COVID supply chain issues may increase costs.
Note: Costs do not include consultant fees or any soft cost. If permitting is required to complete the work, please engage professional services.

06

CASE STUDIES

CASE STUDY:

FIFE HOUSE – HUNTLEY TRANSITIONAL HOUSING PROGRAM

TORONTO, ONTARIO

The Fife House Foundation serves people who are both living with HIV/AIDS and experiencing homelessness and/or housing insecurity. To better serve this highly marginalized population, Fife House needed a specialized space that could keep clients out of the city's emergency shelter system while providing them the clinical care and intensive case management they needed.

Opened in 2019, the foundation's Huntley Transitional Housing Program provides a solution in an innovative environment focused on support and healing. Located in a renovated facility near downtown Toronto, the Huntley Program provides housing for 20 residents and office space for 10 staff members. Clients living in the building receive three meals a day, intensive case management focused on finding permanent housing and access to clinical support including primary care, psychiatry and occupational therapy.

A wheelchair ramp offers accessibility to the Fife House, a historic renovation near downtown Toronto that provides services to people with HIV/AIDS who are also experiencing homelessness.

A social space inside the Fife House features live plantings, natural light and calming blue walls, all of which can help reduce stress.

CASE STUDY CONT.
FIFE HOUSE

The design takes advantage of the building's historic architecture in many ways. Preserved stain-glass windows allow natural light to cast warm and playful prisms into public and private spaces. Wood-patterned laminate flooring and shelving complements the building's historic architectural elements—like mantels and fireplaces—while providing an extra layer of durability. Resilient, contract-grade furniture supports the building's residential feel and allows for easy cleaning and care. Vinyl and grout-free showers and floors limit the growth of mildew and mold in washrooms. A color palette of soft blue and neutral-colored walls promotes feelings of serenity and peace. Indoor plants and flowers add elements of nature into the space that support biophilia.

In its first year of operations, Huntley staff recorded over 5,000 face-to-face interactions with residents housed in the facility or on the waitlist.[13] "I've spent 35 of my 65 years in and out of jail," said Gary, one of the facility's early residents. "If I didn't end up getting into Huntley I would have been on the sidewalk or back in jail. The staff here are great. They give me the support I need. I appreciate this more than you could know."

[13] https://www.fifehouse.org/wp-content/uploads/FH_AR2019-20_5.5x8.5_FA.pdf

Vinyl and grout-free showers and floors limit the growth of mold and mildew.

A bedroom space includes adjustable lighting, storage and biophilic elements, including wood patterns, live plantings and natural light.

A bright and inviting kitchen encourages guests to spend time considering health and nutrition.

CASE STUDY:

MARK RIDLEY-THOMAS (MRT) BEHAVIORAL HEALTH CENTER

LOS ANGELES, CALIFORNIA

Los Angeles County is home to one of the nation's largest homeless populations. Each day more than 60,000 county residents experience homelessness. Many of those individuals also live with a mental illness or a behavioral health issue such as substance abuse. The county's new Behavioral Health Center addresses those needs in a building that offers one-stop, comprehensive care to its most vulnerable population.

The county and its design and construction team transformed a shuttered public hospital into a state-of-the-art treatment center in less than two years. Building the same 500,000-sq.-ft. facility from scratch would have taken twice as long and cost twice as much. People visiting the Behavioral Health Center can access five different county agencies under one roof and receive services ranging from outpatient and residential treatment to workforce training and justice diversion.

The building's design prioritizes biophilia. Open spaces allow natural light to enter deep into the floorplate. In rooms without access to daylight, large wall graphics show images of nature. Clinical areas feature warm color palettes and soothing residential-inspired furnishings. A conference center and café are open to clients, staff and the general public. Artwork by local artists helps reiterate the building's connection to the community.

The design takes advantage of Los Angeles' mild climate. Exterior courtyards provide clients with access to fresh air and sunshine in a secure setting. An outdoor intake plaza includes lockers, storage for bulk items and access to restrooms.

The Mark Ridley-Thomas Center offers comprehensive mental health and substance abuse assistance for Los Angeles' most vulnerable populations.
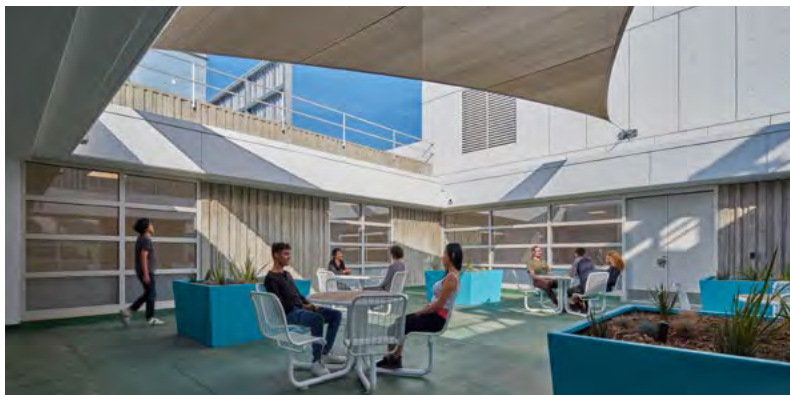
Clockwise: A waiting room includes nature graphics, outdoor views and comfortable, yet resilient, furniture to put guests at ease. Outdoor lockers and storage stalls help speed intake to the center. A secure rooftop courtyard offer clients access to fresh air and sun.

CASE STUDY:

SHELTER KC
KANSAS CITY, MISSOURI

Shelter KC is a 100-bed facility near downtown Kansas City that provides men with short- and long-term housing, meals, mental and physical health services, spiritual mentorship, job training, counseling and case management. For the past 30 years the organization has operated out of a four-building, 23,000-sq.-ft. complex that, while serving its immediate needs, has grown tight as demand for its services expand. To better accommodate its guests and provide a more welcoming face to the community, Shelter KC consulted with a professional design team on plans for a 12,000 sq.-ft. expansion and addition.

The design solution addresses many of the challenges facing shelters today, including how to provide clients with a sense of privacy and security in a manner that is welcoming, dignified and supportive. The addition would replace a surface parking lot and provide the shelter with a new entrance and reception, interior courtyard, chapel, multiple meeting rooms and sleeping quarters, and space for skill trainings and physical fitness.

Walking in off the street, guests would be greeted by a covered entrance designed to offer protection from sun and rain as they await access to the shelter. A light-filled entrance vestibule offers storage space for clients and plenty of room for safety and security screening.

Once inside the main building, clients are greeted to a central reception space with access to water, coffee, computer service and nearby restrooms. A color palette inspired by natural elements—clay brick, wood, water—imbue the extension with a warm and serene vibe. An interior courtyard off the reception area provides access to fresh air and connects to a chapel space for ministry and meetings.

The design for a new, three-story addition to Shelter KC includes a covered entrance, balcony and exterior mural for branding.

Clockwise: A new first-floor reception; a birds-eye view of the interior courtyard; a new entrance focused on hospitality and security; Shelter KC's current exterior and the parking lot that would be replaced with the addition.

CASE STUDY CONT.
SHELTER KC

Above the main entry, a second-floor balcony offers clients additional opportunities to take in the outdoors in a safe and secure manner. A mural on the second and third-floor exterior of the addition would allow Shelter KC to share its message of hope and salvation.

Sleeping quarters can pose a particular design challenge for shelter operators. Traditional bunk bedding provides limited storage, little privacy and can be underutilized when top bunks are not taken due to people's personal preferences or disabilities. In response, the Shelter KC addition incorporates the use of Step Up, a novel bedding system that offers clients storage and privacy while still providing the space efficiency of bunk bedding.

Funding sources provided another challenge for Shelter KC and the design team. To qualify for multiple grants, the design broke the extension into separate building projects.

The Step-Up bedding system allows for double-height occupancy with storage and privacy. Images show standing view (top) and bird's eye (bottom) view of the Step-Up system compared to traditional bunks.

CASE STUDY:

YWCA TORONTO – 1ST STOP WOODLAWN RESIDENCE

TORONTO, ONTARIO

YWCA Toronto's 1st Stop Woodlawn Residence is home to 134 women facing social and financial barriers and requiring emergency shelter, transitional housing or affordable supportive permanent housing. The 1960s-era building has served the YWCA and its residents well but is now in need of upgrades to improve its operations and support YWCA's Trauma-Informed Education and Development (TIDE)[14] initiative that seeks to recognize how violence and trauma impact clients and the broader community.

Renovations underway to the building's kitchen, dining area, lounge and basement activity area will add a level of efficiency, beauty and warmth to shared spaces while also addressing health and safety issues. A renovated commercial kitchen will improve food operations and overall hygiene. A separate and new self-serve kitchen will offer women a safe and nurturing space to participate in their own food preparation and nutrition and gain skills and confidence to bolster their independence.

Updated dining and lounge areas will provide a balance of activity zones—from quiet to social. Commercial-grade furnishings and furniture add resiliency without compromising comfort. Expansive open areas allow natural light to reach deep into the renovated interiors.

Art, wall graphics and room colors support desired moods and emotions in each space. The renovation layout also prioritized security and comfort with consideration given to visibility and views and entrance and exit strategies.

[14] https://www.ywcatoronto.org/aboutus/tide

Clockwise: A self-serve dining area and prep kitchen; updated dining area with wood accents and natural light; renovated activity room with a variety of seating and workspaces.

CASE STUDY:

SALVATION ARMY - CENTER OF HOPE
A.K.A. RESIDENCES OF BISON TRAIL
NASHVILLE, TENNESSEE

The Salvation Army's Center of Hope provides supportive housing for men, women, and families seeking to improve their quality of life. Originally opened as Center of Hope, the 84-person facility has rebranded as the Residences of Bison Trail. The name change allows school children and those applying for jobs to give an address that sounds more like a home than a shelter. The rebranding also brought about other changes designed to remove the stigma of staying in transitional housing.

Inside the Residences of Bison Trail, guests are welcomed in a daylit lobby with a reception counter modeled after a hotel or condominium concierge desk. Restrooms have been redesigned to resemble those in office buildings.

The Residences features three distinct living environments: The Suites (housing for up to 16 women); The Lodge (accommodating up to 16 men); and The Lofts (larger apartments for up to 12 families). The lounge in the women's section was modeled after a lounge in a Marriott Fairfield Hotel. The family lounge in The Lofts section was designed to resemble a Montessori classroom. Individual residences have drop ceilings, softer more-efficient lighting, dimmable lights and ceiling fans. To make the facility feel more like home, individual guests and families can paint their apartment door the color of their choice.

The impact this facility has had on its guests is impressive. More than 80 percent of people staying at The Residences on Bison Trail have gone on to find permanent sources of income and housing.
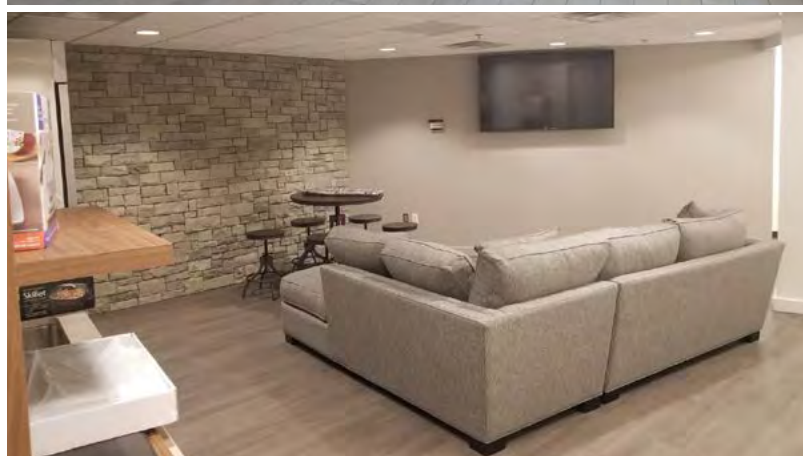
A concierge-like desk welcomes guests to the Residences of Bison Trail and reinforces the shelter's hospitality-inspired design that includes private guest apartments (with residential-style doors) and clean and modern restrooms and social spaces.

SPECIAL THANKS

The authors would like to give special thanks to the following individuals who graciously volunteered their time and expertise. We could not have completed this document without the help of the following:

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- Chad Garrison, Writer & Editor, HOK
- Andi Isreal, Founder and CEO, RxLA
- Chris Ko, Vice President of Impact and Strategy, United Way of Greater Los Angeles
- Jill Pable, Project Lead, Design Resources for Homelessness
- Rachel Rouse, Director of Interiors, HOK
- Sally Shi, Project Manager, HOK
- Dr. David Woody III, President & CEO, The Bridge Homeless Recovery Center - Dallas
- Dr. Scott Zeller, Vice President of Acute Psychiatry, Vituity
- The many other people who contributed to this large and small!

Create settings that are intimate and quiet. The dark blue wall in this seating area is calming and a beautiful backdrop to the yellow light fixture which anchors the seating area. Placing furniture against walls provided the user with a greater sense of security and visual access to adjacent spaces.

ADDITIONAL RESOURCES

Sally Augustin, *Place Advantage, Applied Psychology for Interior Architects* (Wiley, 2009)
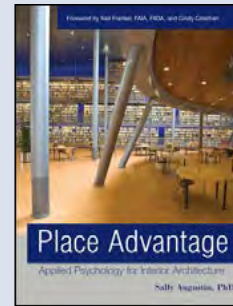
CLICK OR SCAN FOR MORE INFORMATION:

Jill Pable, Yelena McLaine, Lauren Trujillo, *Homelessness and the Built Environment. Designing for Unhoused Persons* (Routledge, 2021)

CLICK OR SCAN FOR MORE INFORMATION:

Podcast: Pam Light (HOK) & Dr. Scott Zeller, MD (Vituity): *How will mental health and remote work impact design?*

Michael T. Berens, *A Review of Research: Designing the Built Environment for Recovery from Homelessness* available via http://designresourcesforhomelessness.org/

U.S. Department of Housing and Urban Development *The 2020 Annual Homeless Assessment Report to Congress* via https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf

MINIMIZE TRAUMA & SUPPORT RESILIENCY THROUGH DESIGN

2020

INTRODUCTION

This document was developed by the United Way of Greater Los Angeles, the Trauma and Resiliency Informed Care workgroup and a group of dedicated interior designers at HOK. The purposed of the document is to give homeless service system leaders, providers and other community organizations a roadmap to recommendations, requirements and options for a well-designed environment that promotes a sense of safety and healing.

"The design of a physical space influences the mental state of the people in that space. That shapes their attitudes and behavior."
Sally Augustine [1]

We feel strongly that design influences the feelings and behavior of the people that occupy that space. Because of that, we have tried in this document to provide some understandable ideas and suggestions that can be used in both new facilities, as well as those that are being remodeled within the homeless services system.

In all cases, those that are using this document should engage with professions that understand their local code requirements.

Special thanks to Sally Augustine, who has allowed us to use many quotes from her book "Place Advantage, Applied Psychology for Interior Architects" and HOK who encouraged our team to move forward and engage in this project.

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1. Client Types, Needs, & Design Considerations
2. Staff Types, Needs, & Design Considerations
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4. Design Strategies
5. Examples — Putting It Together
5. References & Footnotes

1. CLIENT / PATIENT PROFILE TYPES

POPULATIONS WITH SPECIAL CONSIDERATIONS*

VETERANS (7%)

ADA accessibility due to physical disability

SURVIVORS OF DOMESTIC & INTIMATE PARTNER VIOLENCE (6%)

Privacy and safety are essential

SUFFERING WITH ADDICTION & SUBSTANCE ABUSE (Not Categorized Separately)

Avoiding potential "hiding spots" for people to use to consume (can be a safety issue should they overdose)

Consider triggers associated with addiction

WOMEN (Not Categorized Separately)

Options for women and women & children only quarters

BEHAVIORAL HEALTH (25%)

Exhibits hoarding, or other anti-social characteristics.

Soothing, calming environments are important as well as storage options

Consider neurological triggers

SENIORS (Not Categorized Separately)

Option for older folk only quarters—quieter, early lights off, etc.

ECONOMIC HARDSHIP (53%)

Experiencing homelessness for the first time

Reported by the 2019 Homeless Count Numbers

60,000

UNITED WAY OF GREATER LOS ANGELES

*In Los Angeles County, nearly **60,000** people experience homelessness on a given day. A quarter of them stay in shelter, while the other three quarters experience homelessness on the street. As public, private, and philanthropic partners work to build more affordable and supportive housing at an unprecedented scale—it is important that the new homes we build are dignified, safe places to live.*

1. CLIENT NEEDS & DESIGN CONSIDERATIONS
POPULATIONS WITH SPECIAL CONSIDERATIONS

| Veterans | Survivors of Domestic Violence | Suffering with Substance Abuse | Women & Children | Behavioral Health | Seniors | Economic Hardships |

CLIENT NEEDS

DESIGN CONSIDERATIONS

CREATE A SAFE & SECURE ENVIRONMENT

Location should have good visibility, be well lit at all times of the day, have security people visible.

PROVIDE PRIVACY

Provide a private space to collect client information and hear their concerns.

Help patients focus on one task at a time to decrease distractions

REINFORCE PROCESSING AND UNDERSTANDING

Help clients with their problems and concerns. Prepare them for Permanent Housing. Create a welcoming and comforting space for the clients

REDUCE STRESS

Wayfinding & points of personalization or landmarks.

Clean environment, including pleasant/clean scents.

Easy access to restrooms and drinking water.

ADDRESS EMOTIONAL AND COGNITIVE TRIGGERS

Support, encourage and reassure: soft furniture, security.

Restful circadian lighting schemes and daylight/sunlight.

PROMOTE HEALTHY LIFESTYLE

Facilitate holistic health improvements: nature, natural light, clean, integrate nutrition

Encourage physical activity through design, for example: space to exercise, energetic colors, inviting stairways, outdoor paths

Provide choice of social or quiet spaces to support behavioral health

*see section 4 Design Strategies for detailed information

2. STAFF PROFILE TYPES

FRONT OFFICE / INTAKE STAFF

24/7 Access and Day Centers

Staff greet clients

Conduct intake and assessments

Run facility programming and onsite service

Regular interaction with clients

SUPERVISORY STAFF

Onsite staff that manage and operate the shelter

Exposed to low barrier facilities

Regular interaction with clients

24/ 7 and overnight operation

CASE MANAGERS

Project-Based Supportive Housing Offices (people in supporting housing live independently in their own apts/ units; case managers and other operational staff are typically onsite during regular business hours, M-F)

2. STAFF NEEDS & DESIGN CONSIDERATIONS

Intake Staff

Bridge Staff

Permanent Housing Staff

CLIENT NEEDS

DESIGN CONSIDERATIONS

ACCESS TO DAYLIGHT/SUNLIGHT

Promotes health and wellbeing to all occupants in staff workrooms and lounges

24/7 NOURISHMENT

Proximity and convenience to healthy food and water (staff refrigerator, filtered water, fresh fruit if possible, etc.)

HOLISTIC ATTENTION TO STAFF NEEDS

Consider and balance all staff needs (residents, facilities, etc.).
- *A consistent conversation with staff, perhaps once a month on their needs, concerns, etc. allows a facility to continually evolve to a more supporting environment. Even if the need cannot be met, the conversation is helpful.*

SPACES TO BREAK

Design spaces in the workspace facility that accommodate "micro breaks" to allow separation from work, provide space to sit, relax, eat
- *This can be a coffee area, garden walk, quiet lounge, etc.*

RELIEF FROM REMINDERS OF WORK

Uncluttered, quiet, calming and mindful respite areas. This is important to restore balance and energy. Suggestions are:
- *A room with a view to greenery. If that's not possible, add plants, or landscape art.*
- *Soft lighting (approx. 2700K (see lighting) .*

A calming color such as aqua with natural lighting, plants and objects that say 'comfort' such as pillows, and throws can make a staff area a calming restorative retreat. Photo courtesy of HOK, photographer Bilyana Dimitrova.

3. SPACE TYPES

INTAKE

Lobby (Reception, Waiting Chairs, Calm Room)
Waiting for Intake
Interview Room
Public Restrooms
Staff Restrooms
Charging Area for Clients
Staff Break Room
Private Office for staff
Open Office for staff
Lockers for staff
Electrical, Mechanical, Building Support, etc

Clinic (recommended space):
Reception desk area
Waiting
Staff Restrooms
Patient Restroom
Offices & business room
Dispensary
Main supply
Lab
Exam rooms
Education and conference
Airborn/ infection room
Nurse station
Sterilization
Dentistry
Janitor
Employee lounge
Clean holding
Waste holding
Utility room
Electrical, Mechanical, Building Support, etc

BRIDGE

Lobby (Reception, Waiting Chairs) Cafeteria
Kitchen for Cafeteria Bike Rack
Pet Area Outdoor Area
Kids Outdoor Area
Residential Mail Area
Women's Residential Rooms
Men's Residential Rooms
Residential Restrooms
Staff Restrooms
Private Office for staff
Staff Break Room
Nurse / healthcare office
Security Office
Electrical, Mechanical, Building Support, etc

PERMANENT HOUSING

Lobby (Reception, Waiting Chairs)
Residential Mail Area
Residential Rooms
Residential Restrooms
Pet Area
Kids Outdoor Area
Outdoor Community Space
Community Room
Cafeteria
Kitchen for Cafeteria
Computer Room
Staff Restrooms
Private Office for staff
Staff Break Room
Nurse / Healthcare office
Security Office
Electrical, Mechanical, Building Support, etc

4. DESIGN STRATEGIES

PLANNING

The layout of the space is a response to the function of the area. Be sure to engage (if you can) the staff and clients that will be using the space to understand their needs. The following are typical planning guidelines:

- Entry: welcoming (warm colors), well lit, easy to see, good signage, in open area (little risk to being surprised by someone hiding nearby), view to a smiling face as you near

- Reception / intake area: welcoming (warm colors), good lighting (3000K), clean, welcoming seating if needed that is placed against walls (so no one can come up behind), water easily accessible, healthy food (if desired), restrooms easily accessible, ability to quickly lock doors if needed to keep out intruders, duress button at desk that goes directly to security.

- Meeting rooms near the reception area for clients in need of privacy: some glass for visibility to see if someone inside needs help, but some areas that are obscured from reception if unwanted behavior is in the reception, lock on the door, duress button, phone.

Orange is an energy color – it makes a room feel warm and active. If you use it, be sure to include on only one wall – the deeper the shade the more appealing the color.

This room has good seating against the wall that allow people to feel safe (no one can come up behind them), the plants are relaxing, and the cartoon art easily understandable. Art that is easy to understand makes people feel comfortable.

4. DESIGN STRATEGIES

ACOUSTICS

Acoustics is the science and art of sound. More specifically, the branch of physics that deals with sound and sound waves. In relation to space, they are very critical to the quality of the room. Every environment is affected by sound. NRC, the noise reduction coefficient, rating is the arthmetic average of the sound absorption coefficients at 250, 500, 1000, and 2000 hertz. Materials and finishes either have or do not have acoustical properties. Hard materials such as tile, concrete, and metals do not have high NCR levels. Soft materials such as carpet, plush furniture, fabric wrapped panels, and acoustical tile ceiling have higher NRC levels. These are materials that can be used in rooms to reduce the sound.

Rooms that need extra focus on the acoustics include conference rooms, private offices, intake rooms, phone booths and large meeting areas. Room acoustical control is usually accomplished by acoustical material in the walls during construction, slab-to-slab walls (they don't just stop at the acoustical ceiling), and sound boots in HVAC ducts. This stops noise in the room from leaving and noise outside the room from coming in.

Soft materials in the room, as noted above, soften the sound vibrations in the room, making it more comfortable for general conversation, and allowing a better sound quality for conference calls.

Use of surface installed cork designed to look like bricks (on right wall), wood panels, plants, area rugs and fabric upholstery are excellent ways to add acoustics to a room while enhancing the aesthetics. Photo courtesy of HOK, photographer Eric Lagniel.

4. DESIGN STRATEGIES CONT.

BIOPHILIC DESIGN

'Biophilic design is a concept used within the building industry to increase occupant connectivity to the natural environment through the use of direct nature (view outside), indirect nature (plants and nature photos), and space and place conditions...Biophilic design (design features that reconnect people with nature) could help reduce stress in the workplace. ... Such amenities are in line with scientific and psychological theories about humans' intrinsic need for exposure to natural environments — a disposition known as biophilia.' [2]

'Biophilic design can reduce stress, enhance creativity and clarity of thought, improve our well-being and expedite healing' [3]

Biophilic design recognizes the psychological satisfaction inherent in living in spaces that use natural design theme (colors, forms, patterns of movement, etc.) When we incorporate elements from nature's style book into current places, we mimic nature, either overly or subtly.' [1]

Examples of biophilic design that can be used are:

• Views to nature (windows to the outdoors, or artwork showing nature)

• Plants (such as Spider Plants: One of the easiest indoor plants to maintain, the Spider Plant produces oxygen whilst purifying the air in your home and office by absorbing carbon monoxide, formaldehyde and xylene. Additionally, Spider Plants are non-toxic and are in fact edible, making them safe for pets and young children).

• Textures - Natural materials such as wood

• Smells – flowers

'All interior spaces can, with care be designed to provide the same full sensory experience as a meadow' [1]
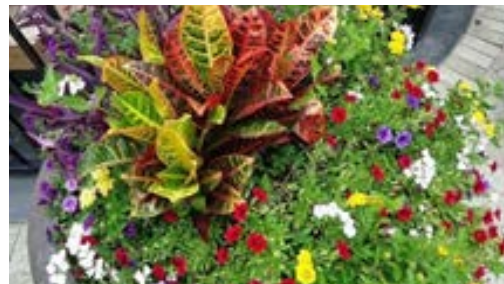
Biophilic design (plants and views to nature) provides reduction of stress. A simple row of plants, and a fun layout of lights can make a space relaxing and restorative. Photo courtesy of HOK, photographer Eric Laignel.

4. DESIGN STRATEGIES CONT.
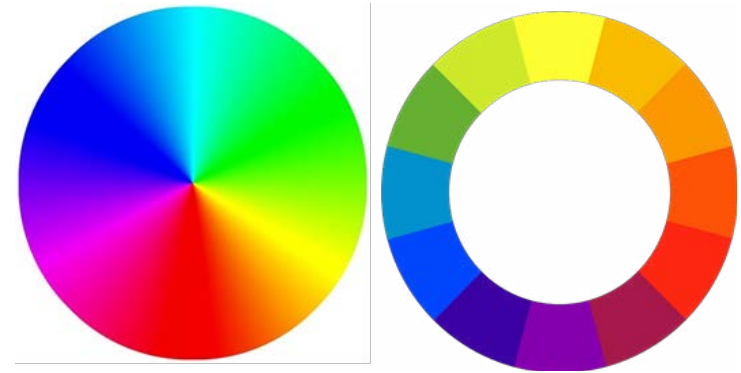
COLOR THEORY

Below are examples of healing colors with a description of the effect these colors can have on a person's mood, and the physical response they can on their body. In all cases color should be used sparingly – one painted wall, a large rug or piece of furniture for example is often enough for the color to engage in the room. We always recommend the rest of the space be neutrals, such as white walls and ceilings to bring in light and give a sense of cleanliness. Floors can be darker to both ground the space and detract from any soiling that has recently been tracked in. For example, a LVT wood floor would be a nice medium tone neutral and in additional would add the warmed of wood to the space.

Healing colors are the colors that influence mood, calm the nervous system and make the environments less provoking and peace inducing. Over the centuries, many cultures across the world have employed colors for their healing powers. Ev en today, Chromotherapy i s an important tool for gentle healing treatment…Using these healing colors for a room or clothing, you can significantly change the patient 's mood and bring about many mind, body benefits. [6]

1. RED

Red is a passionate and warm color which induces vitality and stimulates energy. It increases adrenaline and elevates blood pressure-so avoid using it when the patient is suffering from hypertension or is in an excitable state. This could be the reason why red is used only moderately in hospitals. At home though, you can use this color for stimulating appetite in weak patients. Red can also alleviate depression. It is one of the top healing colors for enhancing sexual appetite and overall vitality.

2. ORANGE (PEACH)

According to color healing therapy, orange is one of the best colors for hospitals and particularly for children's rooms. Orange radiates warmth and is associated with joy and happiness.

3. YELLOW

Search for healing colors for hospitals and yellow would be high up in the list. This bright and cheerful color can help stimulate intelligence and also detoxify the body and mind to heal patients quickly. Avoid overuse as people can quickly tire of this color.

A simple wall of yellow orange (gold) can brighten a person's day. When used with art that shows a smiling person the effect is even stronger. This is a cost-effective way to change a room, simple paint on the wall, an inexpensive tile on the floor in a nice simple neutral pattern (easy to clean) and color complementary seating (blue is the complementary color to orange), as well as the 3 light sources can change a person's mood. Photo courtesy of HOK, photographer Andrew Bruah. Estimated cost for the room: Paint ($500), floor and base ($1000).

4. DESIGN STRATEGIES CONT.
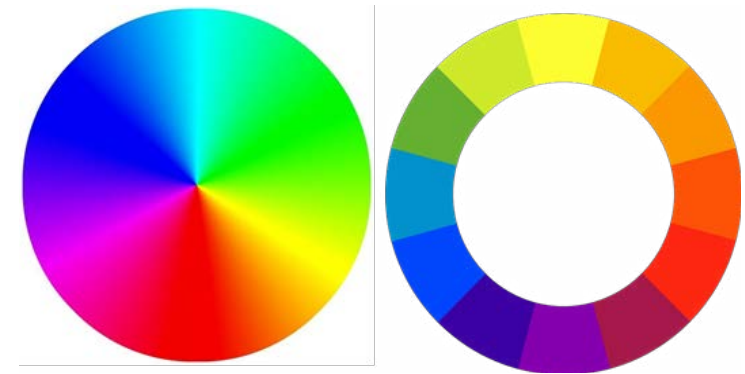
4. GREEN

Green color is known for its balanced healing properties. It is a restful color that symbolizes growth and renewal. It also encourages comfort and equilibrium and is particularly beneficial for the heart, lungs and circulatory system.

5. BLUE

This spiritual color is also the color of the sky and sea. Blue is an important healing color as it is linked with calm and serenity. It helps lower blood pressure and can reduce rapid heart rate. Blue is relaxing for the mind and body. Do not use too much blue, as in large quantities it can cause depression.

6. PINK

Pink is feminine yet a soothing color that shows caring and affection. It is a protective and compassionate color that heals and soothes. This lighthearted color can stimulate happiness. Too much of bright pink might stimulate energy and incite passionate behavior just like its distant cousin Red. Pink can be however be safely useful in hospitals and prisons to reduce erratic behavior.

7. PURPLE

Both, purple and violet, as well as its related shades like lilac and lav ender are connected with spirituality. These healing colors are also linked with perception, higher consciousness and insight. Health wise. They like their warmer cousin, orange, are very healing. [6]

White and blue always feel fresh and clean. Remember to balance out the blue with white. Adding LVT wood flooring makes clean up easy and warms the room. Adding traditional moldings and details such as art and the fireplace mantel add homey interest. Note the clock and fire extinguisher prominently placed. This image is a good one to see the importance of lighting. When possible have at least 3 sources of light – this one has 4: daylight, overhead general lighting, sconces on the wall for interest and lighting over the sink.

Blue can be a calming color, if you use it, make sure there is daylight (or good lighting) and paint some of the walls white, so that the blue doesn't make the room depressive. Adding traditional moldings, fireplace mantels, and items of interest – such as stained-glass windows will make spaces feel inviting, interesting and comforting. Understandable art (versus abstract art) is easier for clients to relate too comfortably. Note the easy to clean vinyl upholstery, LVT flooring (to look like wood), and arms that protect the upholstery and give the unstable an easier way to sit and stand back up.

Hallways that are bright feel clean. Adding a wood look LVT and traditional moldings warm up the space to feel inviting. Adding an interesting feature at the end of a hall makes the journey more enjoyable and helps in wayfinding.

Adding a space for clients to use a computer or phone is important. They can reach out to family or friends, plus look for job opportunities.

All 4 photos are courtesy of HOK, photographer Karl Hipolito.

4. DESIGN STRATEGIES CONT.

FURNITURE

Furniture is an industrial product, meant to be used for the function of humans in space. Furniture has the ability provide an intimate space with in a larger room without building walls. Furniture has a strong function. Each piece of furniture is designed with a purpose of function, whether that be a seat in a dining setting or a table to place your coffee cup on. It is important to understand the function of the room, the activities that will happen in the room, and overall how a space will be used when selecting furniture. The function of the space will drive the furniture of the space.

Furniture, like any other design category, has a variety of types. There is contract grade-furniture, healthcare furniture, and residential furniture. For public space, contract grade furniture (BIFMA) is needed. BIFMA furniture adheres to compliances and codes. This applies to schools, offices, restaurants, and any large public space. Contract grade furniture is designed for heavy use. The furniture has higher quality materials, stronger durability, and can hold a higher amount of weight.

Healthcare grade furniture is contract grade furniture, but also adheres to additional codes. Furniture in healthcare need to accommodate high traffic use, be easy cleanable (chemicals, human fluids, dirt, vomit), hold a certain weight, and have different sizes/ dimensions to be able to fit all types of humans. A common characteristic of healthcare grade seating is the seat height should be at least 17 inches or higher so that it is easier to get in and out of. The legs of healthcare grade furniture are often metal for easy floor cleaning and durability, although wood legs are acceptable.

A balance of cool and warm colors help balance a rooms feeling. The 3 light sources make it interesting. The furniture is all BFMA approved with healthcare seating heights to allow to have easy seating positions. Children size furniture invite younger guests to feel welcome. Notice the rounded corners on their furniture for safety. The large screen provides both entertainment and information. Photo courtesy of HOK, photographer Andrew Bruah.

4. DESIGN STRATEGIES CONT.

HUMAN COMFORT

One of the most important considerations when designing a space is the extent to which it provides an environment that is comfortable for its occupants. Aspects of comfort include; personal factors, health and wellbeing, thermal comfort, indoor air quality, visual comfort, noise nuisance, and ergonomics. [4]

For the purposes of this document, it is important that all aspects of the facility are concerned about Human Comfort. In the reception, lobbies, intake areas be sure to include:

- Comfortable temperature – remember ill and elderly usually need the space to be warner

- Pleasant odors are a strong indicator of a clean environment

- Clean fresh air – fans are sometimes required

- Filtered water easily available

- Phone / computer or other means of communication

- Space for trash and recycling

- A safe area for personal items including bikes

- A safe area for a pet

A space with neutral colors that relies on texture (like the sofa velvet, the baskets and the chairs webbing) are very relaxing, especially when paired with a view outside. Having drinking water in easy reach assures clients that your care about their comfort. Photo courtesy of HOK, photographer Ben Rahn.

4. DESIGN STRATEGIES CONT.

LEED & WELL

When possible, incorporate LEED and WELL requirements into your spaces. LEED defines options to increase the efficiency of your space, WELL supports the health of the people in it.

LEED, Leadership in Energy and Environmental Design, is a green building certification program used worldwide. Developed by the non-profit U.S. Green Building Council (USGBC) it includes a set of rating systems for the design, construction, operation, and maintenance of green buildings, homes, and neighborhoods that aims to help building owners and operators be environmentally responsible and use resources efficiently. [2]

The WELL Building Standard is the premier standard for buildings, interior spaces and communities seeking to implement, validate and measure features that support and advance human health and wellness. [5]

MATERIALITY/ FINISHES

Materials and finishes in the space have a large impact on durability of the space. Every day the amount of possibilities of materials is increasing: New patterns, new technology to create stronger materials, new trends, more sustainable finishes continue to expand. The standard building finishes include paint, carpet, resilient flooring, tile, solid surface, wood and plastic laminate. Each has pros and cons, and work better in certain types of rooms.

Paint: Paint is a way to make a space feel new. When specifying a paint, be sure to specify paint with low VOC's (Volatile Organic Compounds). This is the healthiest and most sustainable type of paint. There are different sheens to paint, including:

• Eggshell or satin: standard level of sheen, used in office spaces (easier to clean than matte/flat which is often in homes)

• Semi-gloss: used in high-traffic areas, easy to clean areas, used in restrooms, exam rooms, high traffic lobbys

• Epoxy: used in high-traffic areas, used in corporate kitchens, medical rooms

Carpet: Contract Grade Carpet is meant to handle high traffic consistently. Typically, it has a shorter pile height than residential carpet, longer fibers will not withstand the high levels of foot traffic. When specifying a carpet, it is important to select a solution dyed nylon contract grade carpet. Solution Dyed Nylon is a pre-dyeing process meaning it dyes the nylon (which is a fiber) then the fiber is turned into carpets. It is often compared to being a carrot, where as other processes are compared to being a radish with the color only on the outside of the carpet. If solution carpet is not available, nylon will work as well, just not as color fast.

4. DESIGN STRATEGIES CONT.

Resilient Flooring: Resilient flooring is a high performance flooring, including vinyl, rubber, and LVT. These floorings vary on the material each is made out of. The most common of these that is LVT (Luxury Vinyl Tile). LVT is easy to clean, easy to install, easy to replace (replace the damaged single tile), and has a wide variety of styles. LVT is commonly used in medium-traffic areas, staff lounges, community areas, reception, exam rooms, medical spaces, and eating spaces. Since it is easy to clean, it is preferred over carpet in areas with more foot traffic. This flooring has less acoustical properties than carpet, but more than tile.

VCT: Vinyl Composition Tile: the durable construction ensures lasting beauty in high-traffic areas, while flowing linear patterns, organic looks, and densely patterned earth tones effectively mask scuffs and soil in busy commercial spaces. This product has fewer design options than LVT, but provides a more durable product for less cost.

Tile: The two most common types of tile are ceramic and porcelain. They are both clay based and fired in a kiln, but porcelain has a higher density of clay and fired at a higher temperature. Ceramic is usually a color glaze on top, and porcelain is a through body color. Both of these types of tiles can be used on the floors, walls, and backsplashes. When specifying a tile, it is important to check the specifications and details of the specific tile because each tile does vary on location it can be used. It is also important to look at the slip resistance coefficient, be sure to compare with the code required resistance for your type of use.

Solid Surface: Solid surface is a man made material, made up of acrylic resin, polyester resin, or both. It can be heated to be curved or shaped. The main use of solid surface is for seamless countertops, but can also be used for signage, shower walls, and arms/table tops of furniture. it is non-porous, so it is often used in medical spaces for cleanliness. Solid surface is easy to maintain and easy to clean.

Plastic Laminate: Plastic laminate is a surface made of bonded plastic layers. Plastic laminate is most commonly used for casework surfaces including base cabinets, upper cabinets, shelving, and reception desks. Plastic laminate has a variety of colors, patterns, and manufacturers. This allows for a spectrum of design creativity through this material. It does not hold up well in areas with continual water spills.

4. DESIGN STRATEGIES CONT.

SECURE STORAGE / PRIVACY

Safety and security are important throughout the facility. The front entrance while being welcoming, must be able to close and lock if needed, either at the end of the day or because a threat is in the area. If closing at the end of the day, the exterior glass may need to be protected (depending on the location) from night vandalism. There needs, of course, at least one if not more exit doors in case of emergencies. These should also have cameras, all tied to a master security feed to make sure all entrants are known and welcome.

On the interior it is best to have most doors locking. Some for staff privacy and staff rooms, some for client privacy. Some rooms, such as conference rooms do not always need a lock but may be requested for a 'shelter in place' scenario. Mailboxes, lockers, etc. should have locks so that clients have a secure location for their items.

Exterior lights should be on at all times, especially at the entrance and all paths around the building with clear camera angles. On the interior all lighting must meet code including emergency exit lighting and strobes. Dark hallways can seem threating to a number of clients, and therefore should at least be comfortably lit and cheerful.

The main entry and other strategic locations should have duress buttons that go immediately to security.

It is important psychologically for client, especially those who have known domestic violence, to feel safe.

4. DESIGN STRATEGIES

LIGHTING

DESIGN SOLUTIONS	DESIGN CONSIDERATIONS
BRIGHTNESS LEVELS & TEMPERATURES	*Consider function of space to establish appropriate lighting.* *Brighter and cool light stimulates energy levels, soft and warm light creates a more relaxed and calm environment.* ▪ *Warm Lights are approx. 3000K (Kelvin) and are similar to home lighting at 2700K* ▪ *Cool Lights are approx. 5000K, similar to outdoor light at noon, 5600K* ▪ *Reading is best at 4100K* ▪ *Under warm lights we: 'prefer to resolve disputes with other people by collaborating with them and are less interested in avoiding these socially difficult situation'* [1]
ENERGY EFFICIENCY	*Consider energy efficient lighting design such as LED fixtures, occupancy sensors and vacancy sensors.* ▪ *Use of LED light sources (bulbs) increases energy efficiency by 40-50% over incandescent lighting.*
DAYLIGHTING / SUNLIGHT	*Reduce the use of artificial light by maximizing daylighting* ▪ *'When people with seasonal depression, and senile dementia are exposed to morning light, dramatic improvements in their conditions result. Although morning sunlight produces the strongest effects, daylight at other times of the day also significantly reduce depression….. staff with more access to light are also more satisfied and more comfortable'* [1]
VARIETY OF LIGHTING	▪ Incorporate a variety of lighting fixtures to make spaces feel interesting and inviting The most comfortable spaces are those that include at least 3 different lighting sources. For example, think of a sunny morning room with daylight, overhead general down lights and table lamps. This gives the room energy and cheerfulness from the sun, general lighting from the overheads for good visibility and intimate pools of light from the table lamps that make people feel safe and secure.

4. DESIGN STRATEGIES

VISUAL STIMULI

DESIGN SOLUTIONS

DESIGN CONSIDERATIONS

VISUAL & PHYSICAL TEXTURE

From an evolutionary perspective, people respond to visual clues inside spaces that represent what we have found comforting outside.

- *Consider stimulating sense and interest with a textural wallpaper or fabric. Do not make it too busy (as we see that as distracting and harmful – 'its easier to see trouble approaching in a simpler landscape pattern'[1]*
- *Wall graphics with subtle pattern or organic imagery are another textural alternative.*

INTENSITY OF COLOR

Consider play of intensity and brightness of spaces to make spaces feel energized or calm. Brighter and intense colors stimulate energy levels, muted and soft colors mitigate stress. (See Color Theory Below)

LAYERING

Adding a sense of depth or interest (for example seeing a seating area, and behind that a quiet corner, and behind that a view to a garden) keeps a space dynamic and activates engagement without causing stress

Applying design elements in abundance also brings an element of joy to the space. An example of layering is using biophilia in the space, along with a graphic wallcovering layered together, to bring a balance of 2d and 3d as well as texture and visual print.

SIGNAGE & WAYFINDING

'People who cannot find their way through a building not only waste their own time and the time of the people waiting for them, but they also become stressed, and stress erodes health and wellbeing.'[1]

- *Wayfinding should be written (signs with words), graphic (maps or symbols) or intuitive (signals, like a strong light source attracts someone to a location, or a door to an important location is a different color from the other doors in a hallway).*
- *It is important to remember that not all clients can read English - easy to understand graphics and intuitive wayfinding ease stress.*

ART

- *Art produced by a local connects the space with community*
- *Art adds cultural value to a space that can be inspiring and empowering*
- *Art produced by clients is empowering, leading to feelings of selfworth.*
- *Realistic art with people, animals and/or landscapes is relaxing to the majority of clients. Abstract art is often unsettling.*

A simple photograph on a wall with a message can inspire those in the room!

Rooms that are well lit with room lighting and daylighting lift our moods and feel welcoming. Add a splash of color and (like the back of the sofa) plants, carpet to absorb sound and the high back on the sofa make us feel safe. Signage integrated into the room can carry your message. Photo courtesy of DaVita.

Biophilic Elements in Design

To balance today's high-tech world, designers are introducing biophilic elements that evoke a feeling of nature and are calming, refreshing and relaxing. Biophilic design strategies can reduce stress, enhance creativity and clarity of thought, improve well-being, boost health outcomes and expedite healing for the neurodivergent and neurotypical.

METAPHORIC RELATIONSHIPS WITH NATURE

BIOMORPHIC: FORMS FROM NATURE

SIMULTANEOUS COMPLEXITY & ORDER

FRACTAL PATTERNS & NON-RHYTHMIC SENSORY STIMULI

NON-VISUAL / LOCAL / NATURAL MATERIALS

DIRECT CONNECTION WITH NATURE

PHYSICAL / VISUAL

AUDITORY

OLFACTORY

EXPERIENTIAL CONNECTION WITH NATURE

EXPERIENCE NATURAL SYSTEMS

THERMAL & AIRFLOW VARIABILITY

DYNAMIC & DIFFUSE LIGHT

MYSTERY / PERIL & EXCITEMENT

BLURRING EXTERIOR / INTERIOR

PROSPECT

REFUGE

Rooms that are well lit with room lighting and daylighting lift our moods and feel welcoming. Add a splash of color and a fun element (like the oval on the floor) and room becomes more welcoming and inviting. This type of space will support consensus building.
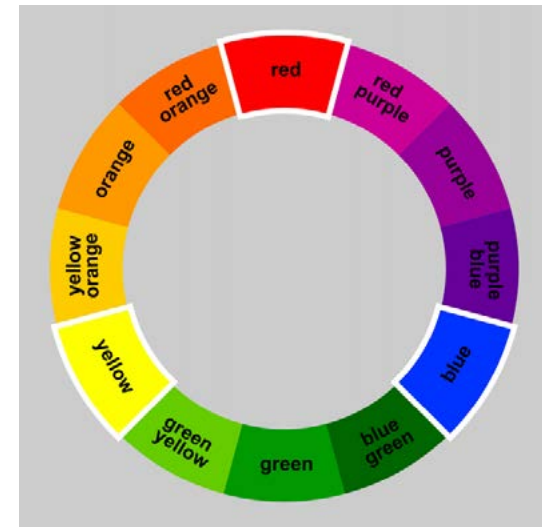
Areas that need to support families with children should be playful, with fun primary and secondary colors. Primary colors make up the basis of the color wheel and are the first colors babies can see.

It is very helpful if the furniture allows good visibility to everyone in the room, and a plus if children find the furniture friendly and playful – lifting everyone's spirits. Simple wall colors easily allow the upholstery colors to be changed if the existing staff tire of the colors.

Color can change the way people feel in a room. Blue is a calming color, good for concentration and thinking. Do not overuse or it can be depressive. Yellow is a happy color – brightening a room

Yellow is a happy color that stimulates appetite, but moves you along. Multiple options to sit to allow people to feel in control. 3 light sources keep the space interesting.

Outdoor spaces that support a pleasant walk among greenery will lift spirits and calm nerves. If the walk has places to sit it will feel inviting. Make sure these spaces have good lighting for security if they can be used later in the day. Photo courtesy of HDR © Dan Schwalm

REFERENCES

FOOT NOTES / LIST OF REFERENCES

1 Sally Augustine, PhD book: Place Advantage, Applied Psychology for Interior Architecture

2 Wikipedia

3 Terrapin, Improving Health & Wellbeing in the Built Environment

4 Designing Buildings Wiki

5 wellcertified.com

6 Jacob Olesen, 7 Best Colors for Healing

DEDICATED HOK DESIGNERS

Pam Light

Sarah Geske

Katherine Long

Jordan Dunn

5

CCOGIHSP LEARNING WELL

Successful Practices That Can Be Replicated

&

Troubleshooting Challenges
(COMING SOON)

6

HIGHLIGHTS OF AWARDED PROJECTS

LOS ANGELES COUNTY CITIES & COGS INTERIM HOUSING SERVICES PROGRAM
Awardee Highlight
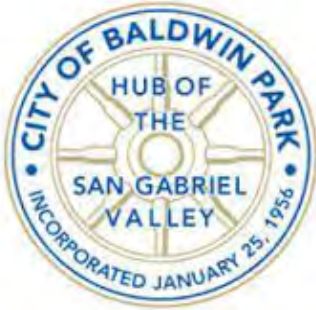
City of Baldwin Park's Esperanza Village

Opened in November 2021.

Esperanza Village is San Gabriel Valley's first tiny home development, Esperanza Villa, building out a vision by city leadership to better support unhoused residents.

Funded by regional grants and in partnership with local nonprofits and regional government associations, Esperanza Villa is comprised of 25 pallet shelters — small, durable buildings that can be easily assembled, cleaned, and moved. Each secure, climate-controlled unit has a bed, storage space, light, and an outlet for charging small electronic devices, such as a smartphone.

Operated by Volunteers of America Los Angeles, Esperanza Villa also includes restrooms and showers; laundry, meal, and security services; case management; internet; social and supportive services; and a pet area.

Making the project a reality required extensive collaboration. For example, the city-owned property needed Wi-Fi and water connections, which the public works department provided. The department also helped coordinate the deployment of other utilities and played a key role in designing Esperanza Villa's aesthetics.
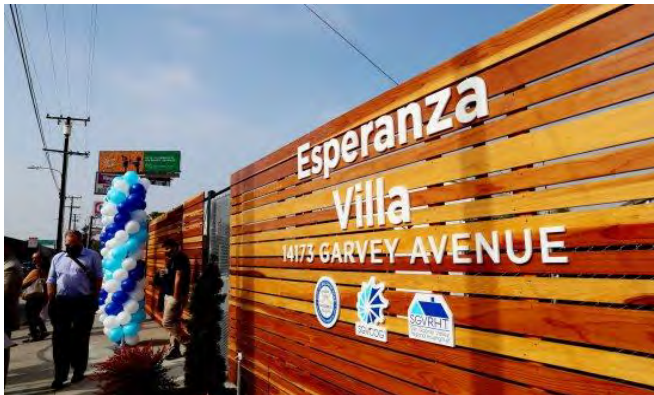
Esperanza Village aims to serve at least 35 clients annually

The City aims to establish/secure 10 permanent housing units for shelter clients to exit to.

LOS ANGELES COUNTY CITIES & COGS INTERIM HOUSING SERVICES PROGRAM
Awardee Highlight

City of Bellflower's New Hope Shelter

- Opened on May 20, 2020.

- The shelter provides temporary and short-term housing needs for persons experiencing homelessness in the City.

The 18,370 SF conventional warehouse, located at 8833 Cedar St., transformed from an empty metal warehouse to a state-of-the-art 50-bed shelter. The shelter includes three sleeping rooms: one with 15 beds for women, one with 10 beds for five couples and one with 25 beds for men, laundry room, an outdoor community space and dog run. Shelter Services include: Intake/Bed Reservations, Foods/Meals, Laundry, Storage, Animal/Pet Assistance, Security, Transportation, Recreational Activities, Assessment and Housing Navigation Case Management, Housing Placement Services, Life Skills Classes/Tenant Education, Employment/Job Placement Referrals, Health Care Resources, Crisis Evaluation/Mental Health Resources, Drug & Alcohol Treatment Referrals, and Benefits Enrollment.
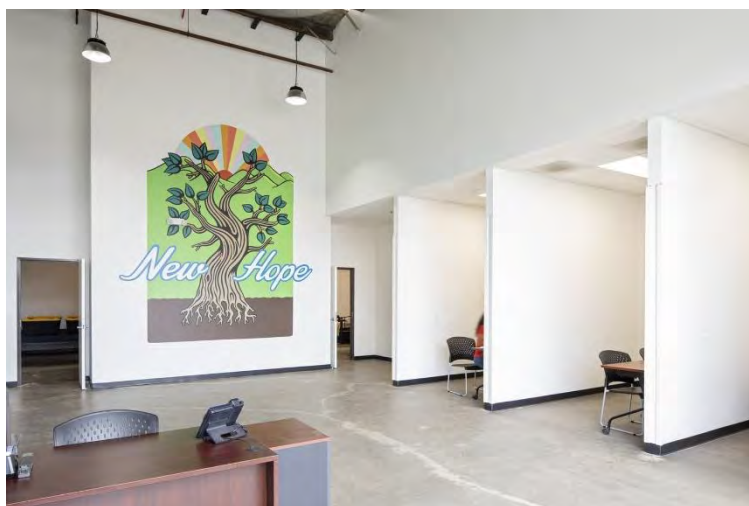
- The Shelter operator is Mercy Housing.
- The New Hope Shelter aims to serve at least 100 clients annually.
- The City aims to establish/secure 30 permanent housing for shelter clients to exit to.
- The City's role consists of the commitment to expand interim housing placements throughout the community.

LOS ANGELES COUNTY CITIES & COGS INTERIM HOUSING SERVICES PROGRAM
Awardee Highlight

As a part of the Project Homekey project, **City of Culver City's Interim and Permanent Supportive Housing Project** consists of the acquisition and rehabilitation of two adjacent motels that will be repurposed as an Emergency Homeless Shelter and Permanent Supportive Housing. These projects will serve chronically homeless individuals. They plan to open in 2023.

The *Emergency Shelter* will provide 38 rooms for unhoused individuals to stay for up to 90 days under a low-barrier service provision model, with stay extensions granted based on participant need. It will meet participants' basic needs with three meals a day, unarmed security/ Residential Aides, medication storage, and linen service. It will also connect participants to social services including on-site case managers, 24/7 health monitoring, and mental health clinicians. This project aims to serve over 100 clients annually.

The *Permanent Supportive Housing program* will provide 35 rooms with a goal to provide a safe and nurturing environment where formerly unhoused individuals can transition into independent community living. The site will provide medium- to long-term stabilization services and domicile for high-barrier chronically homeless participants referred into the units through policies developed with, and aligned to, the CoC Prioritization standards. The Contractor shall provide oversight of the day-to-day operation for Permanent Supportive Housing facilities, maintenance, and supportive services/Intensive Case Management Services.

The City partnered with Exodus Recovery Inc. (Contractor) to serve as lead operator and supportive service provider for the two facilities. They will work with community partners as needed to address health and safety-related client, property, and community issues; partner with hospitals, health and behavioral health providers, support service providers, and public agencies to assist residents during their transition to Permanent Supportive Housing, or into other housing options, such as Skilled

Nursing Facilities, as needed; and, employ a "whatever it takes approach" to assist clients in their transition from homelessness to permanent housing. A "whatever it takes" approach is collaborative, person-centered, trauma-informed, Housing First, no-wrong-door, and low-barrier.

City of Montebello's Operation Stay Safe Program

- Opened on May 18, 2022

Operation Stay Safe is a proposed joint project between the San Gabriel Valley Regional Housing Trust (SGVRHT), the San Gabriel Valley Council of Governments (SGVCOG), and the City of Montebello to develop a tiny home program to assist homeless individuals within the City.

The site hosts 30 tiny home units. Participants are primarily selected through local street outreach and will be assigned a unit for the duration of their stay. This approach avoids the daily lines associated with traditional emergency shelters. The site will be operated by a supportive services provider who will provide case management. Case management includes connecting clients to healthcare, job training, and a permanent housing solution. The target length of stay is 90 days and it is anticipated that the site will serve up to 105 individuals in a year. The Shelter operator is Volunteers of America.

Each unit provides a bed, shelves, overhead light, A/C heat, an outlet, and a door that locks. The site will also provide a shared restroom, shower, and laundry facilities, as well as a communal meal space offering participants increased access to hygiene and a sense of community.

The site will have security 24 hours a day, privacy fencing, and a secured entry for the benefit of participants and neighbors. No illegal items, illicit substances, or visitors will be allowed on-site. Participants will also have the option to move in with their pets. Operation Stay Safe aims to serve 105 clients annually and aims to establish/secure 20 permanent housing units for shelter clients to exit to.

LOS ANGELES COUNTY CITIES & COGS INTERIM HOUSING SERVICES PROGRAM
Awardee Highlight

<u>City of Pomona's Family Interim Housing Services Program</u>
- Anticipated opening in 2023 - The interim housing site is currently undergoing rehabilitation.
- The Program aims to serve at least 10 unhoused families annually.
- The City aims to establish/secure 10 permanent housing for shelter clients to exit to.
- The City's role consists of the commitment to expand interim housing placements throughout the community. The City of Pomona will be responsible for ensuring all operational and administrative activities are executed throughout the grant term and will maintain partnership with the designated sub-contractor to track program progress, data collection, and program metrics. The City also has the role and responsibility of overseeing an extensive partner network to provide homeless services to subpopulations experiencing homelessness, including unhoused families.

The property consists of five apartment units, two-story, with on-site parking of five carports and five open parking stalls. The parking is in back of the apartment complex and has a gated entrance for added security. Of the five units, four of the units are 2-bedroom with one bathroom and one unit is 2-bedroom with two bathrooms and is 1,200 sf. In addition, each unit has a balcony/patio space attached. The site will allow for an on-site Case Manager who will provide housing-focused case management services to assist the families.

As part of the ongoing effort to address long-term strategies for provision of shelter and services, especially during the COVID-19 pandemic, the City acquired the site to expand interim housing specific to families experiencing homelessness. The City recognizes that there is a need to support different residents in their housing needs. The project is one critical step to dedicate a site to solely helping families experiencing homelessness and encourages the City to embrace innovative ranges of housing options, particularly for families of color, female-headed households with children, and survivors of domestic violence.

City of Redondo Beach's Pallet Shelter

- Opened on December 28, 2020
- 20 non-congregate units
- Serving single adults
- Partnering with Harbor Interfaith.
- Aims to serve 60 clients annually.
- Aims to establish/secure 10 permanent housing for shelter clients to exit to.
- The City is a joint partner with the Los Angeles County in funding the

operations and capital improvements. The Redondo Beach Public Works Department paved the floor, fenced the perimeter, put in a sewer infrastructure, and assembled the pallet shelter units. The Public Works Department has also recently performed capital improvements to enable utility hook ups which will result in increased cost-efficiency.

"City of Redondo Beach stepped up with real solutions that not only work for this city but have become models that other cities, like Long Beach and neighboring Torrance, are following. Both the Pallet Shelter and the Homeless Court are still young programs but they have already changed and saved lives."

LOS ANGELES COUNTY CITIES & COGS INTERIM HOUSING SERVICES PROGRAM
Awardee Highlight

City of West Hollywood's Holloway Interim Housing Program

Anticipated opening in 2024 – the interim housing facility will undergo extensive rehabilitation to bring the site into compliance with modern building codes.

The Holloway will offer 20 interim housing rooms to community members experiencing homelessness for stays of 30-90 days while engaging in supportive services and locating permanent housing. The goal is to serve 75+ community members annually. City of West Hollywood is partnering with a long-time city partner, Ascencia, to run The Holloway. Ascencia brings expertise in shelter and supportive services operation and supported the City as a co-applicant to secure funding from the State of California Homekey Program Round 2.

Creating an interim housing program in West Hollywood will support people to end their experience of street homelessness and reduce barriers to getting reestablished as renters in their own homes. The opportunity to convert a former motel into interim housing enables the city to offer constituents a low-barrier, non-stigmatizing environment to recover from their experiencing of homelessness and engage in care and services. The City's present-day reputation and historical legacy as a safe place for LGBTQ people, is reflected in the demographics of the City's homeless community members. With a larger representation of LGBTQ people compared to the Los Angeles region, the opportunity for The Holloway to offer rooming that is not based on gender identity, for example, connects with the City's values.

The program is financially supported by City of West Hollywood, State of California Homekey Program and the LA County CEO Homeless Initiative. The City's pending purchase of the The Holloway Motel connects directly to the West Hollywood Homeless Initiative and goals of City's *Five-Year Strategic Plan to Address Homelessness in Our Community*.

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CCOGIHSP NOTICE OF FUNDING ANNOUNCEMENT

Including
Application and Budget Templates

Chief Executive Office.

County of Los Angeles
Homeless Initiative

COUNTY OF LOS ANGELES

NOTICE OF FUNDING AVAILABILTY

CITIES AND COUNCILS OF GOVERNMENTS

INTERIM HOUSING SERVICES FUND

Release Date: April 7, 2022
Revised Date: April 18, 2022
Initial Application Due Date: May 25, 2022
Final Application Due Date: September 30, 2023 or
until funds are exhausted, whichever occurs first.

Proposals that are submitted after the Initial Application Due Date and before the Final Application Due Date will be evaluated at the end of each month starting June 30, 2022.

Homeless Initiative
Chief Executive Office
500 West Temple Street
Los Angeles CA 90012
HomelessInitiativeCities@lacounty.gov

Table of Contents

Cities and Councils of Governments Interim Housing Services Fund (CCOGIHS Fund)

I.   **NOTICE OF FUNDING AVAILABILITY**

The Los Angeles County ("County") Board of Supervisors ("Board") recognizes the importance of supporting cities and Councils of Governments ("COGs") across the County to strengthen the region's homeless housing and services system. As such, the Board directed the Chief Executive Office Homeless Initiative ("CEO-HI") to create a $10 million Cities and Councils of Governments Interim Housing Services ("CCOGIHS") Fund to support services at interim housing projects located in local jurisdictions to create a pathway for people experiencing homelessness ("PEH") to secure permanent housing.

The County will be allocated State of California Homeless Housing, Assistance, and Prevention Program Round 3 ("HHAP 3") funding. HHAP 3 provides flexible block grant funds to Continuums of Care, large cities with populations of 300,000 and above, and counties to build on the regional coordination created through previous California Homeless Coordinating and Financing Council grant funding and supports local jurisdictions in their unified regional responses to reduce and end homelessness. On November 2, 2021 the Board approved allocating $10 million of the County's HHAP 3 funds to the CCOGIHS Fund.

The CCOGIHS Fund will be used to provide grants to cities and COGS in the County that are in need of financial support to provide services at interim housing sites. CCOGIHS Funds must be expended by June 30, 2024.

I.   **LOS ANGELES COUNTY CHIEF EXECUTIVE OFFICE HOMELESS INITIATIVE**

The Chief Executive Office (CEO) Homeless Initiative (HI) is the central coordinating body for the County's efforts related to homelessness and it directs, oversees, and evaluates the implementation of strategies approved by the Board of Supervisors to combat homelessness. CEO-HI will administer the CCOGIHS Fund. More information about CEO-HI can be found at https://homeless.lacounty.gov/.

II.   **ELIGIBILE APPLICANTS**

All cities and COGs within the County of Los Angeles that do not directly receive State HHAP funds are eligible to apply. Eligible applicants may apply jointly with one or more eligible applicants.

The cities of Glendale, Long Beach, Los Angeles and Pasadena receive direct HHAP awards and are not eligible to apply for CCOGIHS Funds.

Applicants must be able to meet all HHAP Round 3 requirements to be considered for CCOGIHS Funds. HHAP requirements may be viewed at https://bcsh.ca.gov/calich/hhap_program.html.

III.   **PROGRAM REQUIREMENTS**

Consistent with HHAP Round 3 requirements, the proposed programs must meet the below requirements.

A. Program Outcomes

Consistent with Health and Safety Code Section 50220.7(b)(3)(C)(i), the outcome goals must set definitive metrics for achieving the following:

1. Reducing the number of persons experiencing homelessness;
2. Increasing the number of people exiting homelessness into permanent housing;
3. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing;
4. Homeless Management Information System trackable data goals related to the outcome goals listed above as they apply to underserved populations and populations disproportionately impacted by homelessness.

B. Eligible Uses:

Consistent with Health and Safety Code Section 50220.7(e)(2), applicants may apply for funding to expand or develop local interim housing capacity to address homelessness and move PEH into permanent housing. Programs and activities must be based on evidence-based solutions that prevent, reduce and end homelessness.

Examples of eligible uses include:

1. Operating Cost such as:
   - Client food cost
   - Space Cost
   - Utilities
   - Maintenance/Repair
   - Security
   - Restrooms and Showers

2. Supportive Services such as:
   - 24-hour bed availability
   - Housing navigation
   - Residential supervisor
   - Crisis intervention
   - Problem solving
   - Housing placement

C. Ineligible Uses:

The following are NOT eligible for reimbursement:

- Supplantation of existing local funds
- Capital-related costs
- Activities in violation of any law
- Activities not consistent with the intent of HHAP 3 or CCOGIHS Funds
- Activities not consistent with the eligible uses identified in Health and Safety Code Section 50220.7, subdivision(e)(2).

D. Scope of Proposed Projects

CCOGIHS Fund recipients must be willing and capable of providing the services detailed herein. CCOGIHS Fund recipients must also be able to provide the full scope of interim housing services listed in Exhibit I (Description of Services) either as a single entity, joint venture, or consortium of entities. CCOGIHS Funds must be fully expended by June 30, 2024.

1. Interim Housing Overview
   Interim housing provides a safe, low-barrier, housing first, housing-focused, and supportive twenty-four (24) hour housing to PEH, while they are working on locating, applying to, and obtaining their permanent housing.

2. Target Client Population
   a. Individuals and families who are experiencing homelessness. Participants must be determined to be homeless Categories 1 and 4 according to the U.S. Department of Housing and Urban Development's Final Rule on "Defining Homeless" (24 CFR parts 91, 576 and 578) or would be experiencing homelessness upon exiting an institution.
   b. Local preference is allowed. Interim housing beds may be prioritized, but not be restricted, to serve clients within city/COG boundaries. The County homeless system has primarily taken a regional funding approach in addressing homelessness on a Service Planning Area level. CCOGIHS recipients are required to coordinate with CEO-HI, or designee, on a procedure to make beds available regionally when occupancy falls below 95%.
   c. To allow cities to prioritize their constituents without diverting resources from the region as a whole, the below prioritization process may be employed:
      - Pre-site opening – Develop a by-name list of eligible clients within the city to ensure that a queue of clients is prepared to enter the interim housing upon opening.
      - Post-site opening
        o Fill interim housing beds utilizing the city's by-name list to the extent possible.
        o Any remaining vacant beds must be prioritized in the following order:
           - Other clients located in the city, but not on the by-name list
           - Clients experiencing homelessness in the sub-SPA region, if applicable
           - Clients experiencing homelessness in the SPA
           - Turnover beds shall be allocated utilizing the same prioritization approach
           - Beds may not be kept vacant in order to house a City or COG PEH.

3. Interim Housing Bed Rate
   The CCOGIHS Fund will fund a maximum of $80 per bed per day. Cities and COGs will need to provide/secure funding for any costs above this amount.

4. Performance Targets
   a. A minimum of 40% of program participants must exit to permanent housing at time of program exit.
   b. Interim housing site must maintain an overall 95% bed occupancy rate for each month of operation beginning 30 days after the CCOGIHS funded beds are opened.

E. Monitoring, Documentation and Reporting

All CCOGIHS Fund recipients must be able to demonstrate that the funds were expended for eligible uses to benefit members of the target population.

The following must be reported to the County:
1. Specific uses and expenditures of any program funds broken out by eligible uses listed;
2. Number of individuals and families served, including demographic information, including, but not limited to: race/ethnicity, age, gender and LGBTQIA+ status, as available;
3. Types of housing assistance provided, broken out by the number of individuals;
4. Outcome data for all individuals served including number and type of exits from interim housing (exit to housing by housing type such as permanent housing, exit to institution-by-institution type, exit to interim housing settings, exit destination unknown, etc.).
5. The number of individual exits to permanent housing from interim housing resulting from this funding
6. Partnerships among entities that supported the implementation of the proposed project; and,
7. Equity goals and outcomes measures to ensure racial and gender equity in service delivery and housing placements, and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

A monthly reporting template that captures the above data elements will be included in the CCOGIHS contract with entity that is awarded funding. This report may be submitted along with monthly invoices.

IV. FUNDING PRIORITIZATION

The funding prioritizations will include, but not be limited to:

1. Project with high level of readiness that can be operable by July 2022.
2. Projects that prioritize racial equity by establishing performance, service delivery, and outcome metrics for achieving equitable service provision and results for Black / African American, Native American / American Indian, Latino/a/x, Asian, Pacific Islander / Native Hawaiian, and other People of Color disproportionately impacted by homelessness and COVID-19.
3. Projects that establish a mechanism for people with lived experience of homelessness to have meaningful and purposeful opportunities to inform and shape all levels of planning and implementation, including through opportunities to hire people with lived experience.
4. Projects that have matching contributions (financial and/or in-kind).
5. Projects that have a multi-year operational plan.
6. Projects that directly link clients to permanent housing exits, i.e., demonstrate a direct pathway to permanent housing via efforts such as rapid re-housing, matching Housing Choice Vouchers/Emergency Housing Voucher clients to scattered site housing, master leasing, etc.
7. Projects that support expansion in the permanent housing capacity, i.e., supporting the development of new permanent supportive housing within the city/COG and

V. PROPOSAL SUBMISSION

A. Pre-Submission Engagement Session

Applicants must engage with CEO-HI on their proposed project including outcome goals before submitting an application. In these engagement sessions, CEO-HI staff will discuss with the applicant their project proposal and outcome goals. CEO-HI will provide initial feedback on specific aspects of the plan and goals. Please email HomelessInitiativeCities@lacounty.gov to schedule an engagement session.

B. Proposal Submission Instructions

Please submit your proposals electronically by emailing HomelessInitiativeCities@lacounty.gov. Use the following format in the subject line: *CCOGIHS Fund Proposal – City of XXX* or XXX COG.

Required documents include:
1. A signed cover letter on letter head from the sponsoring city or COG indicating its support for the proposed project
2. Completed Application form (Exhibit II)
3. Completed budget template (Exhibit III)
4. Site Control Documentation – fully executed lease or proof of ownership. If the project is a planned site, other documents that are used for real estate transactions may suffice
5. A current Temporary/Certificate of Occupancy that indicates appropriate use. If the project is a planned site, it must be submitted prior to the contract execution.
6. Copy of a valid Fire Department Permit for the proposed building use. If the project is a planned site, it must be submitted prior to the contract execution.

C. Application and Fund Timeline

April 7, 2022	Announcement of funding opportunity and release of application templates
April 14, 2022 – May 16, 2022	Engagement with CEO-HI staff
May 25, 2022	Initial Applications due date – 1st cutoff deadline
~~February 28, 2023~~ September 30, 2023	Final application due date or until funds are exhausted, whichever occurs first. Proposals that are submitted after the Initial Application Due Date and before the Final Application Due Date will be evaluated at the end of each month starting June 30, 2022.
June 30, ~~2024~~ 2025	CCOGIHS Funds must be expended.

EXHIBIT I

CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING SERVICES FUND DESCRIPTION OF SERVICES

The term "Grantee" shall apply to the County contractor (cities and COGs) operating interim housing or its sub-contractor that must fulfill the below scope of work.

A. Purpose

Grantee shall provide a full range of interim housing services in accordance with Housing First and Trauma Informed Care principles to facilitate clients' exit to permanent housing.

For background information, refer to the below briefs that explain the foundational concepts of a homelessness response system:
- Housing First: A Core System Philosophy in LA's Homeless Services Delivery
- Trauma-Informed Care: A Core System Approach to the Los Angeles Homeless Services Delivery

B. Specific Tasks

1. Coordinated Entry System
  a. Use the Coordinated Entry System (CES) - Interim Housing Program is an integral part of the CES, which was created to ensure consistent approaches for access to, and delivery of, services in Los Angeles County. Therefore, Interim Housing Programs must work in collaboration with the CES.
  b. Utilize the population-appropriate LA County CES Triage Tool to determine eligibility for and connection to the appropriate housing intervention.
  c. Grantee must document the participant's homeless status in the Homeless Management Information System (HMIS).

2. Supportive Services and Activities
  Grantees or contracted service provider providing housing services and assistance must provide those services specifically needed by, and requested by, each participant. Interim housing services are provided either directly by Grantee or through subcontracted services arrangements. Each participant must be individually assessed for the types of services needed. The services that must be provided are listed below but are not limited to this list.
  a. Direct Support Services
  - Twenty-four (24) hour bed availability
  - Housing Navigation (for participants not receiving Housing Navigation services from another program)
  - Case Management
  - Residential Supervision
  - Crisis Intervention and Conflict Resolution
  - Security (vendor or Grantee's employee)
  - Meals (three per day)
  - Restrooms and Showers

b. Problem Solving (aka Diversion)

The first conversation upon entry should be to assess for the possibility of Diversion so as to assist the person to self-resolve their housing and/or make reasonable efforts to re-connect with supportive family and/or friends who could temporarily or permanently house the participant, rather than reside in the interim housing.

- If resources are needed to successfully divert a person from entry into the homelessness system, a referral must immediately be made to a CES Diversion/Prevention program (when available) or a request can be made to use Problem Solving Assistance Funds.
- In order to identify other permanent housing options, Grantee should continue to have Problem Solving conversations with the participant while residing in interim housing.

d. Program Intake: Grantee must allow for intake of new participants at least five (5) days a week during regular business hours and as long as beds are available. Local preference is allowed. Interim housing beds may be prioritized, but not be restricted, to serve clients within city/COG boundaries. Vacant beds will be made available regionally.

3. **Case Management**

Housing-Focused Case Management Services are provided by interim housing staff to assist participants in moving forward in accessing permanent housing through referrals to housing programs (such as Rapid Re-Housing, Permanent Supportive Housing, affordable housing, etc.) The primary objective of Housing-Focused Case Management/ Support Services is to extend support to participants through an individualized case management relationship, that will ultimately translate to increased housing stability. This includes but is not limited to support with completing housing applications, accompanying the participant to housing appointments and/or leasing appointments, and other support associated with the housing placement process.

a. Grantee must provide Housing-Focused Case Management that is offered in accordance with Housing First and Trauma Informed Care principles, to assist the participant either to self-resolve their housing Interim and/or be connected to a permanent housing provider.

b. Grantee must document the content and outcome of case management meetings with participants as case notes under the designated program in HMIS.

c. To maintain the momentum of participants' progress towards obtaining permanent housing, the Grantee must offer case management services to each participant at least two (2) times per month. The frequency of how often case management services is offered to each participant can be increased depending on need and availability. All efforts on behalf of the Grantee to engage a participant in case management services should be documented in HMIS as well as the response from the participant.

d. Case Management Ratio: Grantees are recommended to maintain a ratio of at least one (1) staff to every twenty-five (25) participants for optimal service delivery.

e. Caseloads should be determined through consultation between line and supervisory staff while examining the level of acuity/need, the amount of contact that is needed to successfully engage the household, and the length of time needed to meet participants where they reside.

4. **Housing and Services Plan**

a. Following intake and assessment, interim housing Case Managers must develop a [Housing and Services Plan](#) in coordination with the participant.

b. Monthly Update: Case Managers are required to document the participant's progress towards achieving the goals established in their Housing and Services Plan as a case

note in HMIS at least one (1) time per month. All HSP goals must be referenced and the progress made on each goal must be provided within each monthly case note.

c. Progress and engagement towards housing goals must be documented and reviewed every 90 days to remain eligible.

d. Housing Navigation Services: If a participant is not assigned a Housing Navigator, Grantee must provide Housing Navigation services to participants to support their housing placement goals. Housing Navigation services may be provided on-site and may also require participants' to be accompanied to off-site appointments.

e. Housing Navigation services must be focused on assisting the participant in identifying and accessing permanent housing, within their realistic budget, ideally within the initial ninety (90) days of their enrollment into the Interim Housing Program.

f. Programs shall assist participants with a range of funded and leveraged activities that address the participants' goals (as stated in their Housing and Service Plans including but not limited to:

- Assistance obtaining identification and other documents that are required for securing permanent housing.
- Enrollment in eligible mainstream resources (Temporary Assistance for Needy Families, Social Security Disability Insurance and Supplemental Security Income, health insurance, public benefits, etc.)
- Connections to substance abuse, mental health, physical health, employment and vocational, educational services, legal assistance, money management subsidized childcare, food resources as well as life skills coaching.
Programs shall also make efforts to provide participants reasonable access to phone and transportation resources.
- When a referral is made to any community service, case managers shall provide a warm handoff and a follow up to ensure the linkage has been made.

5. **Exiting Participants**

Grantee must develop clear Policies and Procedures for exiting participants from the Interim Housing Program.

a. Grantee must exit the participant from enrollment in interim housing when the following conditions are met:

- Participant is successfully placed into permanent housing.
- Participant relocates outside of Los Angeles County.
- Participant is enrolled in another interim housing program or Transitional Housing Program.
- Reunification services are utilized or the participant self-resolves their housing situation.
- Participant is deemed a risk to the safety of the Grantee's staff, or other participants.
- Participant will be hospitalized or incarcerated for seven consecutive days or more.
- Participant that misses three (3) consecutive nights with unapproved absence (that is, upon missing check-in for the third night in a row). If the participant returns for services after being exited, efforts must be made to address the participant's needs and re-enroll into interim housing.

b. Grantee must NOT exit a Participant from interim housing for the following reasons: For missing check-in for two (2) consecutive nights (they can be exited if they fail to show on the 3rd night); Active substance use; Failure to have an income; Active health issues; Mental health conditions; Failure to abide by personal budget; Non-compliance with Housing and Services Plan; or Medication non-compliance."

    c. Grantee should re-enroll participants that have been exited due to unapproved absences if a bed is available.

    d. When the participant has been successfully linked to a permanent housing program, Grantee must work collaboratively with the Permanent Housing Provider to facilitate a quick and successful transition that is not disruptive to the participant.

6. **Exit Plan**

Grantee must complete an [Exit Summary Plan Form](#) for all exited participants.

    a. Exit Plans for participants not entering Permanent Housing placement should include referrals and linkages to other interim housing resources, with a warm hand-off (i.e., documented transition between providers) that show a smooth transition from interim housing was made.

    b. Grantee must complete the program exit page in HMIS indicating where the participant has "exited to." "Unknown destination" entries in HMIS are to be discouraged. Exits must be entered in HMIS at the time of their exit. (If new information about a participant's exit destination becomes available after they've been exited from the program, Grantee should proceed with updating the exit destination on the program exit page in HMIS.)

7. **HMIS Data Collection and Participation Requirement**

In order to provide well-coordinated support for households and manage the limited resources available in the CoC, Grantees must utilize HMIS to track Households served and the services provided.

Grantee will encourage all participants to sign the [Consent to Share Protected Personal Information form](#), granting other CES providers access to their information. Status Update Assessments, including case notes on services provided to the participants, must be completed with twenty-four (24) hours of any reported change information.

8. **Participant Master File**

Grantee must maintain a file for each participant that contains the following, but not limited to:

Document	Guidance
Participant Identification	Required
Program Participation Guideline Agreement form	Required - Agency created form. Must be dated and signed by the participant and Grantee.
Grievance Procedure Acknowledgement Form	Required - Agency created form.
LA CoC Homeless Certification Form and/ or required institutional documentation	Required – See LAHSA [Program Standards](#)
Income Verification forms	If collected, i.e., Department of Public Social Services, Social Security Administration, pay-stubs, bank statements, etc.
Housing and Services Form	Required - Use LAHSA [form](#) and track the date the Housing Services Plan was completed in HMIS
Monthly Service Update Form	Optional - Use LAHSA [form](#) and track monthly in HMIS
Case Notes	Required - Enter into HMIS
Incident Reports	Required

Exit Summary Form, including Reunification Certification Form and Transportation Assistance Request Form as appropriate.	Required- Use LAHSA approved forms when exiting participant from the program. Training may be viewed HERE. If providers have not used HMIS, they will be onboarded.

9. **Facility and Operations**
   Grantee must operate the Interim Housing program 24/7.
   a. Grantees are permitted to prohibit the possession and/or use of weapons, alcohol, and/or illegal drugs on the site.
      • Grantees must, however, establish Harm Reduction policies, practices, and procedures designed to minimize negative consequences resulting from participants use or possession of contraband items as referenced above.
      • Harm Reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of participants and/or staff.
   b. Grantee must allow for in and out access of the interim housing between 6:00 AM and 10:00 PM and accommodate access for anyone who may have employment or other important scheduling needs outside of those designated hours. Operators are encouraged to implement quite hours and good-neighbor policies instead of curfews when appropriate.
   c. The facilities used to provide interim housing may provide beds or cots in a single-site facility with sleeping accommodations in multiple rooms or a congregate dormitory setting. Bunk beds are acceptable for use; however, Grantee must create policies and procedures addressing accessibility.
      • Grantee shall provide basic furnishings in the bedrooms and common areas of the facility.
      • Grantee must provide accommodations for mixed-gender and same-gender couples, as available. Variations to these requirements may exist between populations, consult population specific appendix.
   d. There must be a minimum of three (3) feet, or thirty-six (36) inches between the long side of adjacent beds or cots. The configuration of beds / cots in a dormitory or large room setting must include aisles that are sufficient in size and placement to facilitate ease of passage in the event that an emergency evacuation of the facility is necessary.
   e. The facilities must also provide, at a minimum, laundry facility (or provide participants with assistance connecting to laundromat services) so that they can wash their clothing.
   f. Storage: Grantee must provide each participant with access to storage for personal possessions which can be checked in and out during their time in the Interim Housing Program. Minimum storage must be the equivalent of a standard 12" x 12" x 12" locker. Additional storage must be made available as facility capacity allows.
   g. Interim Housing Programs shall provide participants access to showers, sinks and toilets. Access to showers, sinks and toilets shall be made available according to participant gender identity, in compliance with all applicable federal state and/or local mandates.
   h. Programs shall ensure that the facility is clean and complies with Department of Public Health Interim Housing Facilities Standards and all other applicable building, safety, and health codes. LAHSA's facility standards may be viewed HERE.

10. **Personnel**
    a. Grantee must ensure that all staff and volunteers that are contracted/hired to provide services specifically to transition age youth must be fingerprinted and pass a criminal

background (Live Scan) check before working/ interacting with any youth who are served in the program.

b. Grantee must provide twenty-four (24) hour residential management and security services by qualified staff to ensure the safety of all participants and staff.

EXHIBIT II

CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING (IH) SERVICES FUND APPLICATION TEMPLATE

1. PROPOSAL CONTACT INFORMATION (Administrative Entity)		
Name of the City or COG		
Address		
Website		
Principal Point of Contact	Name	Title
	Email Address	Telephone Number
My organization is proposing as		
☐ A single entity ☐ A joint venture or consortium. If the latter, list the partners involved in this proposal.		

2. LANDSCAPE ANALYSIS OF NEEDS, DEMOGRAPHICS AND RESOURCES		
2020 Point in Time Count of People Experiencing Homelessness (PEH) in the Proposer's Jurisdiction and Service Planning Area (SPA)		
	In the Proposer's Jurisdiction	In SPA that the Proposer's Jurisdiction is Located In (1-8). Leave blank if you don't have SPA-based information.
Total Number of PEH		
# of PEH Who are Unsheltered		
Demographic information of PEH, including but not limited to (as available): • Race / ethnicity • Gender identity • Age • LGBTQIA+		
# of *Existing* IH Beds/Units		
IH vacancy rate in the summer and winter months		
Percentage of exits from emergency shelters to permanent housing solutions		
# of *Planned* IH Beds/Units		
# of *Existing* Permanent Housing Units (i.e. Housing, Rapid Rehousing, etc.)		
# of *Existing* Permanent *Supportive* Housing Units (Project-based and scattered sites)		
# of *Planned* Permanent Housing Units (i.e. Rapid Rehousing)		
# of *Planned* Permanent Supportive Housing Units (Project-based and scattered sites)		
Applying jurisdiction(s) has a Public Housing Authority. (Yes/No)		
Applying jurisdiction(s) has received Emergency Housing Vouchers. If yes, list the number of EHVs. (Yes/No)		

3. PROPOSAL FOR INTERIM HOUSING (IH)

Project Name	
Project Address	
Target Service Area	Targeted region(s) the proposed project will serve.
Type of IH	Congregate, Non-Congregate such as Tiny Home/Pallet Shelter. If other, please state.
Project Status	☐ Newly constructed IH site ☐ Remodeled existing property to serve as IH ☐ Expansion in existing IH project to add more IH beds ☐ Existing site without expansion ☐ Other: Please explain.

Project Duration	Project Start Date		Project End Date	
Project Beds/Units (#)	Total # of Beds/Units in the Project		Total # of Beds/Units requested for funding	
Project Budget	Total Project Budget ($)		Funding Request ($)	Bed/Unit Rate ($)
	If the total project budget exceeds the funding request, list other funding sources, amounts and duration.			

Site Operator	If the applicant is not operating the proposed project, describe how the proposer will retain a sub-contractor to operate the proposed IH. Include how the proposer will ensure equitable access to the subcontracting opportunity(ies), particularly for smaller-scale contractors and/or contractors located in the targeted service area. If there is an executed contract with the service provider, please include a copy of the contract with your application submission.
Target Population to be served	Describe the target population to be served by the IH site. Include demographic details, including but not limited to race / ethnicity, gender, age, and LGBTQIA+. Please also detail any population you are serving that might be disproportionately affected by homelessness.
Project Description	At the minimum, this section needs to include: 1. Demonstrated need 2. Project Intent/envisioned outcomes 3. Proposed uses of funds requested including how it complements other existing or future fundng 4. Equitably closing the gaps for demographic subpopulations that are underserved 5. Evidence of connection with the local homeless Coordinated Entry System including utilization of Homeless Management Information System 6. A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions 7. A demonstration of the applicant partners with, or plans to use funding to increase partnership with local health, behavioral health, social services, and justice entities located within the target service area(s) and with people with lived experiences of homelessness.
Equity	Describe specific actions the proposed project will take to ensure racial, gender and other forms of equity in service delivery and housing placements, changes to procurement, or other means of advancing equitable access to housing and services for racial /ethnic groups overrepresented among residents experiencing homelessness .
Pathway to Permanent Housing	1. Describe how the proposed project will directly link clients to permanent housing exits, i.e., demonstrate a direct pathway to permanent housing via efforts such as rapid re-housing, matching Housing Choice Vouchers/Emergency Housing Voucher clients to scattered site housing, master leasing, etc. 2. If the proposed project is a part of expanding the permanent housing capacity, please describe. i.e., collaborating with LAHSA and Department of Health Services to secure new scattered permanent housing units or master leasing by engaging multi-unit property owners in their local jurisdictions.

4. WORKPLAN FOR THE PROPOSED PROJECT

Provide a work plan with detailed specific tasks, deliverables and target timeline. Add more tables and rows as needed.

	Activity (who, what, and target deliverable) *Examples are provided below.*	Target Timeline
1.2	*City to execute a sub-contract with the interim housing Operator*	*MM/YYYY*
1.3	*Engage clients and create a bynames list*	*MM/YYYY*
1.4	*Begin interim housing operation*	*MM/YYYY*
1.5	*Develop a standardized training curriculum and ensure staff are trained on Coordinated Entry System intakes, HMIS, and how to assess clients and make effective referrals to mainstream services including, but not limited to, General Relief, CalFresh, Medi-Cal, mental health and substance use disorder services.*	*MM/YYYY*
1.6	*Achieve an 95% occupancy*	*Quarterly*
1.7	*Serve at least # of unduplicated clients*	*Quarterly*
1.8	*Achieve at least 40% unduplicated clients' exits to permanent housing*	*Contract term*
2.1	*Establish a partnership with LAHSA and Dept. of Health Services in securing new permanent housing for IH clients to transition to.*	*MM/YYYY*

5. KEY STAKEHOLDERS AND PARTNERS

List and describe key stakeholders and partners, starting with the proposing agency, involved in supporting implementation of the proposed project. Include their specific roles and financial and in-kind contribution, if applicable, with funding amounts. Add more rows as needed.

Agency	Role	Contribution

6. ADDITIONAL COMMENTS

If there is anything else that you would like to share about the project, please include here.

EXHIBIT III

CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING SERVICES FUND
PROJECT BUDGET TEMPLATE

Applicant Name		Date	
Project Address		Project Start Date	
Total Operating Budget ($)		Total Requested Funds ($) (1)	
Total # of Operating Bed		Bed/Unit Rate ($) (2)	

Complete sections that are applicable to the proposed project. Add additional line items as needed.

Expenses	FTE	Total Annual Cost (3)		CCOGIHS Funding Request	Remaining Cost (4)	Description/Justification (Include a description, justification and or explanation for each budget item)
		Annual Salary	FY 22-23 Cost			
Personnel		$	$	$	$	
		$	$	$	$	
		$	$	$	$	
		$	$	$	$	
		$	$	$	$	
		$	$	$	$	
Salaries Subtotal		$	$	$	$	
Employee Benefits @ ___%		$	$	$	$	
Subtotal Salaries & Employee Benefits		$	$	$	$	

Services and Supplies	Total Annual Cost (3)	FY 22-23 Cost	CCOGIHS Funding Request	Remaining Cost (4)	Description/Justification (Include a description, justification and or explanation for each budget item)
Client/Member Expenses	$	$	$	$	
Equipment Lease	$	$	$	$	
Maintenance/Janitorial	$	$	$	$	
Program Supplies	$	$	$	$	
Office Supplies, Postage, Printing	$	$	$	$	
Security	$	$	$	$	
Staff Mileage/Parking	$	$	$	$	
Staff Training/Development	$	$	$	$	
Telephone/Communications	$	$	$	$	
Trash/Waste Disposal	$	$	$	$	
Transportation	$	$	$	$	
Vehicle Maintenance and Insurance	$	$	$	$	
Subtotal Services/Supplies	$	$	$	$	
Sub-Contractor/Consultant					
	$	$	$		
Subtotal Sub-Contractor/Consultant	$	$	$		

Services and Supplies continued.	Total Annual Cost (3)	FY 22-23 Cost	CCOGIHS Funding Request	Remaining Cost (4)	Description/Justification (Include a description, justification and or explanation for each budget item)
Lease					
Lease with Developer	$	$	$	$	
Utilities	$	$	$	$	
Subtotal Lease Costs	$	$	$	$	
Administrative					
Administrative Overhead	$	$	$	$	
Subtotal Administrative Overhead (5)	$	$	$	$	
TOTAL BUDGET	$	$	$	$	

(1) The Total Requested Funds represent the total amount requested in CCOGIHS fund.

(2) The Bed/Unit Rate represents the daily cost to operate each bed/unit (Total annual operation ÷ Total number of operating beds/units ÷ 365 days)

(3) The Total Annual Cost represents the total cost to operate the entire project.

(4) The Remaining Cost represents the difference between the total annual cost and CCOGIHS funding request. If there is a budget gap, please complete the Leveraged Resources Template to provide a description of funding sources, duration, amounts and restrictions if applicable.

(5) No more than 7% of an applicant's allocation may be expended on administrative costs incurred by the administrative agency. Administrative costs do not include staff or other costs directly related to implementing activities funded by the program allocation.

CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING SERVICES (CCOGIHS) FUND
LEVERAGED RESOURCES TEMPLATE

Applicant Name		**Project Start Date**	
Project Address		**Total # of Operating Bed**	
		Bed/Unit Rate ($)	

Total FY2022-23 Operating Cost ($) if applicable	Total CCOGIHS Funding Request ($)	Budget Gap, if any ($)

If there is a budget gap, please provide other leveraged resources (in-kind and financial) including funding source, duration, amount and funding restrictions if applicable.

Funding Source	Funding Duration	Funding Amount	Does this funding have restricted usage? If so, please describe.

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QUARTERLY PROGRESS REPORT TEMPLATE

County of Los Angeles
Homeless Initiative

CITIES AND COUNCILS OF GOVERNMENTS INTERIM HOUSING SERVICES PROGRAM (CCOGIHSP)
QUARTERLY PROGRESS REPORT

GRANTEE INFORMATION

Grantee	Name of the City/COG		
Program Name			
Interim Housing Opening Date			
Contract Number	AO-	**Contract Execution Date**	MM/DD/YY
Reporting Period	MM/DD/YY – MM/DD/YY		
Report Contact	Name	Title	Email Address/Tel #
Project Contact	Name	Title	Email Address/Tel #

REPORTING QUESTIONS

Please complete the following information with all Tasks/Activities and Deliverables listed in your contract's Statement of Work (SOW). You may add additional rows or tables, as needed. Please attach the HMIS report reflecting your program's quarterly data.

Target Outcomes/ Deliverables	Quarter 1 (12/2022 – 3/31/23)	Quarter 2 (Apr. – June, 2023)	Quarter 3 (July-Sept. 2023)	Quarter 4 (Oct.-Dec. 2023)	Cumulative Outcomes
Percentage of overall occupancy (Target 95%)					
Number of unduplicated clients serviced at site					
Number of unduplicated interim housing clients exit to housing permanent housing. Categorize type of housing (i.e., emergency housing voucher, rapid rehousing, reunification, permanent supportive housing, etc.) (Target at least 40%)					
Number of permanent housing units identified and secured.					

QUALITATIVE QUESTIONS

1. **How was your project successful this reporting quarter?**
   a. **Population(s) and number of people served**
   b. **City(ies) enhanced operation, programs and budget**
   c. **Partners involved in the implementation of the program**
   d. **Co-braiding funds (various funding sources including financial and in-kind)**
   e. **Community at large including key stakeholders/community partners**
   f. **Others?**

2. **Describe the City(ies)'s or COG's unique role in addressing the needs of people experiencing homelessness and system gaps. Successful practices in preventing and combating homelessness will be compiled and shared with other cities.**

3. **Were there challenges? Challenges may include IH operation, securing permanent housing, etc. If so, how were they overcome? How can the Homeless Initiative support the City(ies) and COGs to address this challenge(s)?**

4. **If known, what aspects of this project will be sustained beyond this grant funding? Please specify how you will continue or build upon the work supported by this grant funding.**

5. **Please share at least one (or more) story(ies) or quote(s) that illustrates how this project has made a difference in the lives of the people your program serves. Success stories may reflect actual clients' journey to a stable housing, new or enhanced City/COG protocols, etc. Quotes and photos of the City, COG, client and community partners speak volumes. Pls find Success Story Template on pages 5 and 6.**

County of Los Angeles Homeless Initiative

Success Story
Required

Instructions:

Please provide as much detail as possible to convey a sense of the person(s) being served, highlight how the program/agency and client were connected and how it has improved their quality of life, so that we can demonstrate the promise and progress of Measure H and the Homeless Initiative. *Please be sure to fill in all the fields below so that we know what strategy your success story is linked to and who to follow up with if there are further questions.*

Success Stories published in recent Homeless Initiative Quarterly Reports are available to view online at https://homeless.lacounty.gov/quarterly-reports/ and at https://homeless.lacounty.gov/stories/.

Date Submitted	
Individual completing this form (provide name and contact information)	
City/COG Name	

1. Service dates	
2. Program Name	
3. Location(s) where the service was provided	
4. Client information (may include gender, age, description of his/her circumstances and family members, how they fell into homelessness, needs, etc.)	
5. Description of the activities/services provided (including titles of the staff and partnering agencies that were involved and how they connected clients with program/ service). Please share perspective on how the system or program worked well in delivering services and results to aid the client.	
6. Status/Result/ Impact of activity – including perspective from the client – how has becoming housed (or receiving services) improved their quality of life? What does it mean to them – and their family - to have a home? What do they most look forward to?	
7. Client quote(s), if available – related to item #6 on the impact services had on them personally and/or what their message is to others experiencing homelessness.	

8. Are client photo(s) attached (e.g. pre/post photos)? If yes, please include the consent form. Please include images with the best resolution possible.	
9. Is the client willing to share their story on camera/be filmed? If yes, please include the consent form.	

Success Story
CONSENT FORM
FOR INTERVIEW, VIDEO, AND/OR PHOTOGRAPHY

I give my consent to be interviewed, videotaped, and/or photographed for use by the
Los Angeles County Chief Executive Office Homeless Initiative and other Los Angeles County Departments. I understand that my interview, video, and/or photographic image may be used in print or digital/electronic form (e.g., publications, website, advertising, videos), that my name may be published and that public communications may recognize my association with the County of Los Angeles, including the Los Angeles County Chief Executive Office Homeless Initiative.

Full Name (print)_____

Address_____

City _____ State _____ ZIP code_____

Phone _____ E-mail Address _____

Signature _____Date_____

Minor Consent: If you are a parent/legal guardian signing on behalf of a minor (less than 18 years old), please also complete the portion below.

Minor's Full Name (print) _____

Relationship to person completing this form _____

For Staff Use Only

Description_____

"To Enrich Lives Through Effective And Caring Service"

9

INCREASING THE VISIBILITY OF OUR PARTNERSHIP AND IMPACT

CITIES & COUNCILS OF GOVERNMENTS INTERIM HOUSING PROGRAM
Expanding Permanent Housing Capacity - Partnership Report

Please use this template to develop and implement your Partnership Plan to expand permanent housing (PH) capacity by identifying and securing new housing units. Upon completion, please submit the Plan to HomelessInitiativeCities@lacounty.gov within 90 days of the contract execution. A compiled list of strategies may be viewed at Enhancing Cities and COGs Role in Expanding the Permanent Housing Capacity. Thank you.

Date Submitted	

CCOGIHSP Awardee		PH Units to Secure	
Individual Submitting the Plan (Name, title and email address)			

Phase 0: Policy	Phase 1: Engage	Phase 2: Locate & Acquire	Phase 3: Market Units	Phase 4: Utilization	Phase 5: Move In	Phase 6: Stabilization
Create a universal environment to facilitate identifying and securing permanent housing units.	Outreach and engage to increase community and landlords' knowledge of programs	Identify AND secure property's commitment to renting permanent housing units to PEH.	Package unit information and market it in centralized and organized manner to potential tenants.	Provider to schedule unit viewing for clients; submit applications and execute lease.	Issuance of security deposits, incentives, rent. Case Manager assigned.	Post Move In services to tenants. Assist in tenant - landlord coordination. QA/QI

Phase	Action	Resource Need	Partners	Outcome	Timeline
0. Policy	Increase the number of vouchers to LACDA's Homeless Incentive Program by # vouchers.		PHA, City Council	Increase in vouchers	
0. Policy	Modify discretionary policies that discourage property owners from listing units (e.g. Requiring a business license to list units)				
1. Educate/ Engage	Develop presentation materials to engage the Governing Board and position them as leaders to expand PH capacity	Presentation material	PATH, LAHSA, others?		1/31/23
1. Educate/ Engage	Co-host landlord engagement events		PATH		
2. Locate & Acquire	a. Review registry of multi-unit property owners to develop a targeted outreach with partners. b. Co-Outreach with partners.				a. 1/31/23 b. 2/15/23
2. Locate & Acquire	Secure # of units				a. 3/31/23 b. 5/31/23 c. 7/31/23 d. 10/31/23
5. Move In	Evaluate implementation including data and process	Process & aggregated client data			7/31/23

CITIES & COUNCILS OF GOVERNMENTS INTERIM HOUSING PROGRAM
Expanding Permanent Housing Capacity - Partnership Report

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PARTNERS' CONTACT INFORMATION

CCOGIHSP PARTNERS' CONTACT INFORMATION

Agency/Name	Title	Agency	Email
City of Baldwin Park			
Yuriko Ruizesparza	Community Services Supervisor	Baldwin Park	YRuizesparza@baldwinpark.com
Armando Nava	Program Coordinator	Baldwin Park	ANava@baldwinpark.com
Manny Carrillo	Director of Recreation and Community Services	Baldwin Park	mcarrillo@baldwinpark.com
Ron Garcia	Community Development Director	Baldwin Park	rgarcia@baldwinpark.com
Carol Averell	Housing Manager (PHA)	Baldwin Park	caverell@baldwinpark.com
San Gabriel Valley Regional Housing Trust/Council of Governments (Lead agency for Esperanza Village)			
Brielle Acevedo	Regional Housing Trust Manager	San Gabriel Valley Regional Housing Trust	bacevedo@sgvrht.org
Marisa Creter	Executive Director, SGVCOG	San Gabriel Valley COG	mcreter@sgvcog.org
Caitlin Sims	Local Programs Manager	San Gabriel Valley COG	csims@sgvcog.org
Amanda Romero-VOA	Senior Program Manager, Shelter Programs	Volunteers of America - LA	Amandaromero@voala.org
City of Bellflower			
Travis Sais	Assistant to the City Manager	City of Bellflower	tsais@bellflower.org
Alison Sanchez - Mercy House	New Hope - Bellflower Program Manager	Mercy House	alisons@mercyhouse.net
City of Culver City			
Tevis Barnes	Housing and Rent Control Manager	Culver City	tevis.barnes@culvercity.org
Christina Stoffers	Homeless Coordinator	Culver City	Christina.Stoffers@culvercity.org
Lezlie Murch	Chief Programs Officer	Exodus Recovery	LMurch@exodusrecovery.com
City of Montebello			
Angelica Palmeros	Deputy Director	City of Montebello	APalmeros@cityofmontebello.com
Andrew Leon	Senior Management Analyst	City of Montebello	ALeon@cityofmontebello.com
Amanda Romero-VOA	Senior Manager, Shelter Programs	Volunteers of America - LA	Amandaromero@voala.org
City of Pomona			
Donyielle Holley	Homeless Programs Supervisor	City of Pomona	Donyielle.Holley@pomonaca.gov
Samantha Piedra	Homeless Programs Coordinator	City of Pomona	Samantha.Piedra@pomonaca.gov
George Montano	Housing Authority Manager	City of Pomona	George.Montano@pomonaca.gov
Veronica Perez	Family Self-Sufficiency Coordinator	City of Pomona	Veronica.Perez@pomonaca.gov
Reggie Clark	Program Manager	Volunteers of America - LA	RClark@voala.org
City of Redondo Beach			
Michael Webb	City Attorney	City of Redondo Beach	Michael.Webb@redondo.org
Joy Ford	Senior Deputy City Prosecutor	City of Redondo Beach	joy.ford@redondo.org
Angelica Zavala	Housing Supervisor	City of Redondo Beach	Angelica.Zavala@redondo.org
Ramon Rendon	HIF Beach Cities Coordinator and Site Operator	Harbor Interfaith	RRendon@harborinterfaith.org
Tahia Hayslet	Executive Director	Harbor Interfaith	Thayslet@harborinterfaith.org
Shari Weaver	SPA 8 Director Coordinated Entry System	Harbor Interfaith	SWeaver@harborinterfaith.org
City of West Hollywood			
Corri Planck	Strategic Initiatives Manager	City of West Hollywood	CPlanck@weho.org
Elizabeth Anderson	Strategic Initiatives Program Administrator	City of West Hollywood	EAnderson@weho.org
Ascencia	Eleshia Brown	Ascencia	Ebrown@ascenciaCA.org

CCOGIHSP PARTNERS' CONTACT INFORMATION

Agency/Name	Title	Agency	Email
Partnering Advisors			
Leepi Shimkhada	Program Implementation Manager	Department of Health Services	lshimkhada@dhs.lacounty.gov
AuBre Martinez	Senior Staff Analyst, Health	Department of Health Services	AMartinez@dhs.lacounty.gov
Ashley Lewis	Senior Staff Analyst, Health	Department of Health Services	ALewis3@dhs.lacounty.gov
Richard Myers	Senior Staff Analyst, Health	Department of Health Services	RMyers@dhs.lacounty.gov
M'ykl Williams	Manager, Homeless Initiatives	LA Community Development Authority	Mykl.Williams@lacda.org
Ivet Samvelyan	Director of Permanent Housing	LAHSA	isamvelyan@lahsa.org
Maggie Turner	Community Relations Manager	LAHSA	mturner@lahsa.org
Nareh Alexani	Associate Director of Permanent Housing	LAHSA	nalexani@lahsa.org
Thomas Wong	Manager, Unit Acquisitions	LAHSA	twong@lahsa.org
Jaclyn Grant	Director of Interim Housing	LAHSA	jgrant@lahsa.org
Miguel Fernandez	Associate Director of Interim Housing	LAHSA	mfernandez@lahsa.org
Ruqayyah Muhammad	Manager, Special Projects	LAHSA	rmuhammad@lahsa.org
Tescia Uribe	Chief Program Officer	PATH	TesciaU@ePath.org
Marissa Bowman	Director of Housing Partnerships	PATH	MarissaB@ePath.org
Francisco Barrera	Program Coordinator	PATH	FranciscoB@ePath.org
Kat Sayarath	Housing Manager	Brilliant Corners	ksayarath@brilliantcorners.org
Jennifer Picado	Housing Acquisition Supervisor	Brilliant Corners	jpicado@brilliantcorners.org
Chris Contreras	Chief Program Officer	Brilliant Corners	ccontreras@brilliantcorners.org
Tammy Marashlian	Program Officer, Funders Collaborative	United Way – Greater Los Angeles	tmarashlian@unitedwayla.org
Pam Light	Interior Designer		pamlight43@gmail.com
Lori Selcer	Interior Designer		lselcer@gmail.com
Councils of Governments (COG)			
Ronson Chu	Senior Project Manager, Homeless Services	South Bay Cities COG	ronson@southbaycities.org
Gilbert Saldate	Homeless Manager	Gateway Cities COG	gsaldate@gatewaycog.org
Winnie Fong	Project Director	Westside Cities COG	winnie@estolanoadvisors.com
Marisa Creter	Executive Director	San Gabriel Valley COG	mcreter@sgvcog.org
CEO-Homeless Initiative			
Ashlee Oh	Principal Analyst	CEO Homeless Initiative	AOh@ceo.lacounty.gov
Sherri Diaz	Senior Analyst	CEO Homeless Initiative	SDiaz@ceo.lacounty.gov
Onnie Williams, III	Principal Analyst	CEO Homeless Initiative	OWilliams@ceo.lacounty.gov
Christina Villacorte	Communications Director	CEO Homeless Initiative	CVillacorte@ceo.lacounty.gov
Natalie Pacheco	Management Fellow	CEO Homeless Initiative	NPacheco@ceo.lacounty.gov

11

GLOSSARY OF TERMS

Homeless Services Delivery System
Glossary of Terms/Acronyms

Adults with HIV/AIDS – This subpopulation category of the Point in Time (PIT) includes adults who have been diagnosed with AIDS and/or have tested positive for HIV.

Adults with a Serious Mental Illness (SMI) – This subpopulation category of the PIT includes adults with a severe and persistent mental illness or emotional impairment that seriously limits a person's ability to live independently. Adults with SMI must also meet the qualifications identified in the term for "disability" (e.g., "is expected to be long-continuing or indefinite duration").

Adults with a Substance Use Disorder–This subpopulation category of the PIT includes adults with a substance abuse problem (alcohol abuse, drug abuse, or both). Adults with a substance use disorder must also meet the qualifications identified in the term for "disability" (e.g., "is expected to be long-continuing or indefinite duration").

Bridge (Reserved Crisis) Housing – Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through the Coordinated Entry System (CES). The intention of this emergency housing is to provide individuals with some stability, so that they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to housing. Crisis Housing bed converts to a Bridge (Reserved Crisis) Housing bed if the program participant does not self-resolve their episode of homelessness within 14 days.

Case Conferencing – A region's formal, planned, and structured meeting in which providers coordinate staffing assignments, provide client level updates, and ensure coordination of services. The goal of case conferencing is to provide holistic, coordinated, and integrated services across providers, and to reduce duplication. Case conferences are usually multidisciplinary, and include multiple providers from throughout the SPA or region. Case conferences should be used to identify or clarify issues regarding a participant's housing status and progress towards permanent housing; to review activities including progress and barriers towards housing; to assign primary Housing Navigation responsibilities; to strategize solutions; and to adjust current service plans, as necessary. Case conferences may be face-to-face or by phone/videoconference, held at routine intervals or during significant change. Case conferencing must be documented and must follow any policies and procedures established for the Coordinated Entry System (CES).

Case Management – Case management is defined by the Case Management Society of America as "a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services" to meet individual needs. Case Management in the context of the Coordinated Entry System (CES) should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting "health, recognition, and well-being" (USICH, 2016). Case Managers in CES should ultimately focus on linking the client to a permanent housing resource and providing the necessary services needed to promote housing stability.

Chronically Homeless –

1. An individual who:
   a. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; AND
   b. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least twelve months or on at least four separate occasions in the last three years **where those occasions cumulatively total at least twelve months**; AND
   c. Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 [42 U.S.C. 15002]), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;
2. An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or
3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

Chronically Homeless Family with Children – A family with children with an adult head of household (or if there is no adult in the family with children, a minor head of household) who meets all of the criteria for a chronically homeless individual, including a family with children whose composition has fluctuated while the head of household has been homeless.

Continuum of Care (CoC) – A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness." In Los Angeles County, there are four CoCs. The Los Angeles Homeless Services Authority serves all cities of the County with the exception of Long Beach, Pasadena, and Glendale, who each have their own CoC.

Coordinated Entry System (CES) – CES is a regionally based system that connects new and existing programs into a "no-wrong-door network" by assessing the needs of individuals/ families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness. The goal of the CES is to streamline processes through which communities assess, house, and support housing retention for individuals/families who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and comply with the federal mandate to adopt a standardized intake and coordinated assessment process for housing. The essential components of CES are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people's needs; and 3) a system that prioritizes and matches housing resources based on those needs.

Crisis Housing – An emergency shelter in the homeless coordinated entry system. Crisis Housing means any facility, the primary purpose of which is to provide temporary shelter for the homeless or to provide a bridge to permanent housing.

Disability – An individual with one or more of the following conditions:
A. A physical, mental, or emotional impairment, including impairment caused by alcohol or drug abuse, post-traumatic stress disorder, or brain injury that:
(1) Is expected to be long-continuing or of indefinite duration;
(2) Substantially impedes the individual's ability to live independently; and
(3) Could be improved by the provision of more suitable housing conditions.
B. A developmental disability, as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (42 U.S.C. 15002); or
C. The disease of acquired immunodeficiency syndrome (AIDS) or any condition arising from the etiologic agency for acquired immunodeficiency syndrome (HIV).

Emergency Shelter (ES) – Any facility whose primary purpose is to provide temporary shelter for homeless in general or for specific populations of the homeless.

Evidence of Site Control – Documentation of an appropriate certificate of occupancy and/or a conditional use permit allowing the legal use of the property for the service/housing being proposed, and at least one of the following types of documentation securing the location for the use of the proposed system component:
a) Proof of Ownership;
b) Executed Option to Purchase;
c) Executed Lease Agreement;
d) Executed Option to Lease;
e) Letter of Intent signed by both parties.

General Relief (GR) – A county-funded program that provides financial assistance to indigent adults who are ineligible for Federal or State programs.

Harm Reduction – An aspect of a program's or system's design established by a set of policies and the resulting procedures and practices whose objective is to reduce the negative consequences of participants' continued use of drugs and/or alcohol or failure to be medication compliant. In housing settings, harm reduction is intended to prevent a participant's loss of housing and/or termination from the program based solely on his or her inability to stop using drugs or alcohol or failure to take prescribed medications. Programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program to enable the participant to reduce or minimize their risky behaviors while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.

Homeless Services Delivery System
Glossary of Terms/Acronyms

Homeless –
An individual who belongs to one of the following categories:
(1) An individual who lacks a fixed, regular, and adequate nighttime residence, meaning:

(i) An individual with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;

(ii) An individual living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals); or

(iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

(2) An individual who will imminently lose their primary nighttime residence, provided that:

(i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;

(ii) No subsequent residence has been identified; and

(iii) The individual lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;

(3) Any individual who:

(i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual that has either taken place within the individual's primary nighttime residence or has made the individual afraid to return to their primary nighttime residence;

(ii) Has no other residence; and

(iii) Lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, to obtain other permanent housing.

Homeless, defined by DPSS – Applicants/participants are considered homeless when they lack fixed and regular nighttime residences. If they share a residence with family or friends on a temporary basis; if they have a primary nighttime residence that is a supervised publicly or privately operated shelter designed to provide temporary living accommodations; if they reside in a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings; if they have a need for housing in a commercial establishment (e.g. hotel/motel), shelter, publicly funded transitional housing or from a person in the business of renting properties, or received an eviction notice or notice to pay rent or quit.

Housing First – Housing First is an approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. The provider ensures that the supportive services that program participants need or want in order to achieve permanent housing and to increase income are offered, but are not required as a condition of housing,

including links to mainstream programs or partner agencies (i.e., mental health services, substance abuse treatment, medical services, childcare, etc.). Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

Housing Inventory Chart (HIC) – Consists of three housing inventory charts for: emergency shelter, transitional housing and permanent supportive housing

Housing Navigation – Housing Navigation is the process by which homeless clients that have entered the CES system are provided ongoing engagement, document collection, and case management services in order to facilitate a match to an appropriate housing resource. In the context of CES, outreach workers, case managers, and other homeless service providers may provide housing navigation assistance.

Housing Navigator(s) – Housing Navigator is the client's primary point of contact in CES, often a social worker, case manager, outreach worker, or volunteer. The primary function of the Housing Navigator is to: 1) assist clients in collecting necessary documents for housing applications, 2) accompany clients to housing appointments, and 3) assist clients in navigating the entire housing search and placement process.

Matched – Matched is the process by which an individual in CES is determined to be eligible or initially eligible for a housing resource and is "matched" to that resource.

Outreach – In the context of the CES system, Outreach is defined as the activity of engaging a homeless individual through the process of rapport building with the goal of linking that individual to a permanent housing resource. Outreach and engagement is an ongoing process that "involves creativity, flexibility, may take months or years, and involves establishing a relationship" to connect a client to services (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach can be viewed as a "service in itself" and "a process of building a personal connection that may play a role in helping a person improve his or her housing, health status, or social support network" (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource.

Outreach Coordination – The planning and ongoing coordination of outreach activities in a region. This should include a multi-disciplinary approach that ensures adequate geographic coverage and the use of best practices to outreach.

Parenting Youth – A youth who identifies as the parent or legal guardian of one or more children who are present with or sleeping in the same place as that youth parent, where there is no person over age 24 in the household.

Permanent Housing (PH) – Community-based housing without a designated length of stay, which includes both Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). Examples of permanent housing include, but are not limited to, a house or apartment with a month-to-month or annual lease term or home ownership.

Permanent Supportive Housing (PSH) – Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables the special needs of populations to live independently as possible in a permanent setting. Permanent housing can be provided in one structure or in several structures at one site or in multiple structures at scattered sites.

Point in Time (PIT) – A snapshot of the homeless population taken on a given day. Since 2005, HUD requires all CoC applicants to complete this count every other year in the last week of January. This count includes a street count in addition to a count of all clients in emergency and transitional beds.

Rapid Rehousing (RRH) – A support intervention that uses a combination of case management, Housing Navigation, and short to medium term financial assistance to assist mid-range acuity homeless households identify and stabilize in tenant-based, scattered site, permanent housing.

Regional Coordination – Oversight of SPA-wide partnerships across public and private entities that ensure homeless persons are fully supported and connected to housing and services within their respective communities. Regional and coordinated access to housing and services ensures that a homeless person does not have to go to multiple agencies to obtain housing and services assistance.

Rent Reasonableness – The total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same period for comparable non-luxury unassisted units. Such determinations should consider: (a) location, quality, size, type, and age of unit; and (b) any amenities, housing services, maintenance and utilities to be provided by the owner. Comparable rents may be verified by using a market study, reviewing comparable units advertised for rent, or by obtaining written verification from the property owner documenting comparable rents for other units owned.

Social Enterprise - Social Enterprises are profit or non-profit organizations whose primary purpose is "common good to advance their social, environmental and human justice agendas." Many Social Enterprises provide a supportive work environment for those with significant barriers to employment. Social Enterprises provide those with barriers to employment, including individuals experiencing homelessness, those reentering the community from incarceration, Veterans, disconnected youth, and those with disabilities, subsidized transitional employment combined with case management, supportive services and job readiness skills to prepare the hard-to-serve individual for unsubsidized, permanent employment.

Supportive Services – Services that may assist homeless participants in the transition from the streets or shelters into permanent or permanent supportive housing, and that assist persons with living successfully in housing.

Transition Age Youth (TAY) – An individual between the ages of 16 and 24.

Please note that while the Youth Coordinated Entry System serves youth and young adults, ages 16-24, for the purposes of Rapid Rehousing and other housing resources that require a lease to be signed, youth must be at least 18 years old to sign a lease.* Therefore, for the program area of Rapid Rehousing, TAY are defined as youth ages 18-26.

*Youth under age 18 who have legally emancipated are legally able to sign a lease. However, the prevalence of youth who have emancipated before age 18 is rare.

Transitional Housing (TH) – Transitional housing (TH) is designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing. Transitional housing may be used to cover the costs of up to 24 months of housing with accompanying supportive services. Program participants must have a lease (or sublease) or occupancy agreement in place when residing in transitional housing.

Trauma Informed Care – Trauma-Informed Care (TIC) is an approach in the human service field that assumes that an individual is more likely than not to have a history of trauma. Trauma-Informed Care recognizes the presence of trauma symptoms and acknowledges the role trauma may play in an individual's life.

Unaccompanied Youth – Unaccompanied youth are persons under age 18 who are not accompanied by a parent or guardian and are not a parent presenting with or sleeping in the same place as his/her child(ren). Unaccompanied youth are single youth, youth couples, and groups of youth presenting together as a household.

Unduplicated Count – The number of people who are homeless within a specified location and time period. An unduplicated count ensures that individuals are counted only once regardless of the number of times they entered or exited the homeless system or the number of programs in which they participated.

Veteran – This subpopulation category of the PIT includes adults who have served on active duty in the Armed Forces of the United States. This does not include inactive military reserves or the National Guard unless the person was called up to active duty.

Victims of Domestic Violence – This subpopulation category of the PIT includes adults who have been victims of domestic violence, dating violence, sexual assault, or stalking.

Victim service provider – A private nonprofit organization whose primary mission is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking. This term

includes rape crisis centers, battered women's shelters, domestic violence transitional housing programs, and other programs.

Youth – Persons under age 25, including children under age 18 and young adults ages 18 to 24.

Homeless Services Delivery System
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Appendix H: Acronyms and Definitions

Acronym	Definition or Term
AB	**Assembly Bill** AB is a reference to bills originating from the Assembly.
ADA	**Americans with Disabilities Act** The ADA is federal legislation that was signed into law on July 26, 1990. The ADA is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
AFTF	**Affordable Housing Trust Fund** The Affordable Housing Trust Fund was established by the Los Angeles Mayor and City Council through the city's budget process in June 2000.
AHAR	**Annual Homelessness Assessment Report**: Yearly HUD report estimating the extent and nature of homelessness in the U.S. using Homeless Management Information System data
AMI	**Area Median Income**: HUD calculations of the median income in an area that are presented by household size and adjusted each year. Many housing programs use percentages of AMI as the guidelines for income eligibility.
APR	**Annual Performance Report**: HUD required annual progress report for all homeless projects.
ARD	**Annual Renewal Demand**: Total amount of all the CoC's projects (HUD funded) that are eligible for renewal.
BID	**Business Improvement District** The Los Angeles Downtown Center Business Improvement District is a coalition of over 400 property owners committed to enhancing the quality of life in Downtown Los Angeles.
CalWORKs	**California Work Opportunities & Responsibilities to Kids** CalWORKs provides temporary financial assistance and employment focused services to families with minor children who have income and property below State maximum limits for their family size.
CAO	**Chief Administrative Office** The position of chief administrative officer was established by ordinance to assist the Board of Supervisors in handling the mounting administrative details of the County. In 2007, the Board of Supervisors changed the title of the office to Chief Executive Office.
CAP	**Cost Allocation Plan** A Cost Allocation Plan (CAP) is a tool that provides a set of methods and procedures that an organization uses to apportion costs to various programs, grants, contracts and agreements.
CBO	**Community Based Organization** The focus of CBOs is to improve the general physical characteristics of a community.
CDBG	**Community Development Block Grant** The CDBG is a HUD program that provides communities with resources to address a wide range of unique community development needs.

CDC	**Community Development Commission** In 1982, the Los Angeles County Board of Supervisors consolidated three County entities- the Housing Authority, the Community Development Department, and the Redevelopment Agency to form the CDC. The L.A. County Board of Supervisors serves as the commissioners of the CDC.
CDD	**Community Development Department** The mission of the CDD is to improve the quality of life for L.A. City residents by offering economic, social and employment opportunities for individuals, families and neighborhoods in need. The CDD partners with agencies and service providers throughout Los Angeles.
CEO	**Chief Executive Office** The Chief Executive Office of L.A. County is the office that is responsible for making recommendations to the L.A. County Board of Supervisors that will result in cost-efficient programs that will better serve the public, the Board and County departments.
CH	**Chronically Homeless** A chronically homeless person is defined by HUD as an unaccompanied homeless individual with a disabling condition who has either been continually homeless for a year or more or has had at least four (4) episodes of homelessness in the past three (3) years.
CLA	**Chief Legislative Analyst** The Chief Legislative Analyst's Office provides technical assistance for the L.A. City Council. Office personnel work with different Council Committees and the entire Council to research and compile information that the Council may need for the passage of City legislation.
CoC	**Continuum of Care** The Continuum of Care refers to a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. It also refers to the system of services that help people move from homelessness to housing.
COI	**Conflict of Interest** HUD outlines COI provisions and exceptions relating to some of their programs.
COG	**Council of Governments** All cities in the County bear responsibility for land use planning, housing policy and development and essential municipal services. To foster regional planning, the cities of Los Angeles have organized themselves into seven COGs. Increasingly, planning for homeless housing has been considered through the COGs, which is a promising mechanism for ensuring regional fair share in the future development of housing and programs for homeless people.
ConPlan	**Consolidated Plan**: A locally developed plan that must be submitted to HUD as part of the eligibility process for certain HUD programs, including Community Development Block Grant and HOME Investment Partnership Program

CPD	**Community Planning and Development**: The office within HUD that oversees homeless funding. www.hud.gov/offices/cpd/
CSH	Formerly known as: **Corporation for Supportive Housing**: A national non-profit organization that provides organizational support and financing to non-profit housing developers to create permanent supportive housing. CSH also provides training and technical support for CoCs, and they conduct homeless research and advocacy via their state and national offices. www.csh.org
DCFS	**Department of Children and Family Services** The mission of the L.A. County Department of Children and Family Services is to provide a comprehensive child protection system of prevention, preservation, and permanency to ensure that children are safe, physically and emotionally healthy, educated, and in permanent homes.
DHS	**Department of Health Services** The mission of the L.A. County Department of Health Services is to improve health through quality medical care. Many of the DHS programs are low cost or no cost.
DMH	**Department of Mental Health** The L.A. County Department of Mental Health provides different types of mental health services to people of all ages. DMH mental health services include mental health assessments, crisis intervention, case management, and medication support in both residential and outpatient settings.
DONE	**Department of Neighborhood Empowerment** The mission of the L.A. City Department of Neighborhood Empowerment is to promote public participation in government and make government more responsive to local needs by creating, nurturing, and supporting a citywide system of grass-roots, independent, and participatory neighborhood councils.
DOT	**Department of Transportation** The mission of the U.S. Department of Transportation is to ensure a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests, and enhances the quality of life of the American people.
DPSS	**Department of Public Social Services** The mission of the L.A. County DPSS is to serve the community through programs established to alleviate hardship and promote health, personal responsibility, and economic independence.
DV/IPV	**Domestic Violence/Intimate Partner Violence:** Domestic violence and emotional abuse are behaviors used by one person in a relationship to control the other. Partners may be married or not married; heterosexual, gay, or lesbian; living together, separated or dating.
EDD	**Employment Development Department** The California Employment Development Department offers many services to Californians under the Job Service, Unemployment Insurance, Disability Insurance, Workforce Investment, and Labor Market Information programs. This is one of the largest state departments.

EFSP	**Emergency Food and Shelter Program** The EFSP allocates federal funds to local communities for programs such as soup kitchens, food banks, shelters, and homelessness prevention services.
EH	**Emergency Housing** Emergency housing is a temporary shelter with services that are designed to facilitate the transition from sleeping in places not meant for human habitation to appropriate housing for homeless individuals and families.
EHAP	**Emergency Housing Assistance Program** The mission of the State EHAP is to fund emergency and transitional housing programs. The funds are to assist housing programs with their operational, small capital costs, and for the expansion of their bed capacity and/or supportive services offered to clients.
ESG	**Emergency Shelter Grant** Emergency Shelter Grants provide homeless persons with basic shelter and essential supportive services. Grantees are state governments, large cities, and urban counties.
eSnaps	**Homeless Assistance Application & Grants Management System**: Online grants managements system for HUD funding.
ESS	**Emergency Shelter Services** CalWORKs Emergency Shelter Services provides funds for programs serving eligible homeless CalWORKs families. ESS is funded by the County of Los Angeles Department of Public Social Services (DPSS).
FEMA	**Federal Emergency Management Agency** FEMA is part of the U.S. Department of Homeland Security. The mission of FEMA is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.
FMR	**Fair Market Rent** Under HUD, FMRs are primarily used to determine payment standard amounts for the Housing Choice Voucher program, to determine initial renewal rents for some expiring project-based Section 8 contracts, to determine initial rents for housing assistance payment (HAP) contracts in the Moderate Rehabilitation Single Room Occupancy program (Mod Rehab), and to serve as a rent ceiling in the HOME rental assistance program.
FOIA	**Freedom of Information Act** The FOIA is federal legislation that allows for the full or partial disclosure of previously unreleased information and documents controlled by the U.S. Government. FOIA outlines procedures relating to disclosure and the agency records that must be disclosed.
FUSE	**Frequent Users of Systems Engagement**: Permanent supportive housing model replicated across the country and targeted to break the cycle of homelessness and crisis among individuals with complex behavioral health challenges who are the highest users of emergency rooms, jails, shelters, clinics and other costly crisis service systems.

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GR	**General Relief** GR is a County-funded program that provides financial assistance to indigent adults who are ineligible for federal or State programs.
GIS	An information system for capturing, storing, analyzing, managing, sharing, and displaying geographically referenced information.
GIW	**Grant Inventory Worksheet**: Document annually submitted to HUD confirming the amount of renewal funding to be requested by the CoC (lists the past CoC grants eligible for renewal in the upcoming competition year).
HACLA	**Housing Authority of the City of Los Angeles** HACLA is a State-chartered public agency that provides the largest stock of affordable housing in the Los Angeles area. HACLA receives the majority of its funding through HUD. HACLA also has partnerships with City and State agencies, nonprofit foundations, community-based organizations, as well as private developers.
HACoLA	**Housing Authority of the County of Los Angeles** HACoLA provides clean and safe affordable housing for low income families, seniors, and disabled persons. HACoLA helps low-income families and senior citizens find affordable housing with private landlords through the federal Section 8 program.
HCV	**Housing Choice Voucher**: Rental subsidy program (also known as Section 8).
HDX	**Homelessness Data Exchange**: Point in Time, Annual Homeless Assessment Report and Housing Inventory Chart Data are entered on HUD's Homeless Data Exchange website. www.hudhdx.info/
HEARTH	**Homeless Emergency Assistance and Rapid Transition to Housing**: A federal act which amended and reauthorized the McKinney-Vento Homeless Assistance Act. The legislation increased priority on homeless families with children, significantly increased resources to prevent homelessness, continued to provide incentives for developing permanent supportive housing, and granted rural communities greater flexibility.
HF	**Housing First**: Housing First is an approach to ending homelessness that centers on the concept that a homeless individual or household's first and primary need is to obtain stable housing, and that other issues that may affect the household can and should be addressed once housing is obtained.
HHN	**Hold Harmless Need**: In CoCs where the total amount needed to fund, for one year, all grants which are eligible for renewal in a competition year exceeds the preliminary pro rata need amount for that CoC, the CoC will receive the higher amount, referred to as the CoC hold harmless amount.
HIC	**Housing Inventory Chart**: Document submitted to HUD that lists all of the housing available in the CoC dedicated for homeless persons and families.
HMIS	**Homeless Management Information System** HMIS is a computerized data collection system designed to capture client information over time on the characteristics, service needs and accomplishments of homeless persons. HUD requires all CoC applicants to demonstrate progress in implementing HMIS.

HOME	**HOME Investment Partnership Program**: A HUD block grant program that provides housing subsidies to local and state governments who are recognized as Participating Jurisdictions. At the discretion of the local government, the money can be used to purchase, rehabilitate or construct housing; it can be used to subsidize rents of tenants as well.
HOPWA	**Housing Opportunities for People with AIDS** The HOPWA Program was established by HUD to address the specific needs of persons living with HIV/AIDS and their families. HOPWA makes grants to local communities, states, and nonprofit organizations for projects that benefit low-income persons medically diagnosed with HIV/AIDS and their families.
HPI	**Homeless Prevention Initiative** The Los Angeles County Board of Supervisors approved a $100-million plan to reduce the concentration of homeless services in Skid Row by establishing five centers across the county that would provide temporary shelter and social services for homeless persons.
HPRP	**Homelessness Prevention and Rapid Re-Housing program**: HUD program created in 2009 under the Recovery Act that ended in August 2011. It focused on preventing homelessness and rapidly re-housing persons who were living on the streets or in emergency shelter. Washtenaw County got $1.3 Million in funding.
HQS	Housing Quality Standards
HRE	Homelessness Resource Exchange
HUD	**U.S. Department of Housing and Urban Development** HUD is a federal department created in 1965 to increase homeownership, support community development and housing free from discrimination. Since 1987, HUD has been responsible for funding homeless programs, which today comprise the CoC.
IDIS	Integrated Disbursement and Information System
JIF	**Joint Integrated Funding**: Local cooperative funding model including the participation of the City of Ann Arbor, Washtenaw County, Ann Arbor Area Community Foundation, United Way of Washtenaw County and others. This provided approximately $1.5 Million for support services for 2 years, 2009-2011.
JPA	**Joint Powers Authority** A Joint Powers Authority is an institution that is allowed under the laws of some U.S. states, whereby two or more public authorities can operate collectively. LAHSA is a Joint Powers Authority established in 1993 as an independent agency by the County and City of Los Angeles.
LACOE	**Los Angeles County Office of Education** LACOE is the nation's largest intermediate educational agency, serving the county's 80 K-12 school districts, 13 community college districts, and 10 local educational agencies.
LASD	**Los Angeles Sheriff's Department** LASD is a local law enforcement agency that serves Los Angeles County. LASD provides general-service law enforcement to unincorporated areas of the county as well as incorporated cities within the county who have contracted with the agency for law-enforcement services.

LAUSD	**Los Angeles Unified School District** LAUSD is the largest public school system in California and the second largest in the United States. The school district serves almost all of the City of L.A. and all or portions of several adjoining Southern California cities.
LIHTC	**Low Income Housing Tax Credit**: A part of the IRS code which grants tax credits to equity investors in low-income housing projects. Administered in Michigan by MSHDA.
MI	**Mentally Ill** Programs that are tailored for individuals with mental illness are programs that serve individuals substantially limited in one or more major life activity by mental illness, based on confirmed clinical diagnosis, or initially by referral or staff assessment and later confirmed by clinical diagnosis.
MOU	**Memorandum of Understanding**: An MOU is a document that outlines the roles and responsibilities of two or more organizations that are collaborating on a project. It is generally broader than a contract and often meant to retain its status over multiple contracts.
MTA	**Metropolitan Transportation Authority** The mission of the L.A. County Metropolitan Transportation Authority is to serve as a transportation planner and coordinator, designer, builder and operator for one of the country's largest, most populous counties.
NAEH	**National Alliance to End Homelessness**: A nationally-recognized leader on the issues of homelessness. NAEH studies and tracks public policies, data, and research, and best practices in the field of homelessness. www.endhomelessness.org
NDTF	**New Directions Task Force** NDTF is comprised of the directors of key County departments, plus additional local entities, whose charge is to move forward the County's service integration agenda by setting policy in support of the Board's instruction to design a seamless social service delivery model. NDTF reports to the L.A. County Board of Supervisors.
NIMBY	**Not In My Back Yard** The term "NIMBY" describes the opposition of residents to the nearby location of something they consider undesirable.
NOFA	**Notice of Funding Availability**: A NOFA is issued by a governmental body, foundation, etc. which is looking for organizations or individuals to submit proposals in response to a funding opportunity, generally a grant.
OMB	**Office of Management and Budget** The Office of Management and Budget is a Cabinet-level office, and is the largest office within the Executive Office of the President of the United States. It is an important conduit by which the White House oversees the activities of federal agencies.
OneCPD	The HUD listserv and Resource Exchange website. www.onecpd.info/
PBRA	Project Based Rental Assistance

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PH	**Permanent Housing**: A general name for a variety of housing projects which are ongoing and unending, including rapid rehousing.
PIT	**Point-In-Time Count**: A HUD-mandated biennial count of persons experiencing homelessness on a specified day of the year intended to provide a snapshot report on the extent of homelessness.
PHA	**Public Housing Authority or Agency**: A local quasi-governmental agency that typically owns and manages public housing units and may administer a Section 8 program.
PRN	**Pro Rata Need**: The term used to describe the relative portion of funds a CoC could receive based on CoC geographic areas.
PSH	**Permanent Supportive Housing**: PSH is permanent housing, with indefinite leasing or rental assistance, paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability achieve housing stability. PSH is a critical component of plans to end homelessness, by providing a housing opportunity that enables persons with a history of homelessness and disability to succeed in stable, affordable housing. With some specific exceptions, services are voluntary in a PSH model.
RFP	**Request for Proposals** LAHSA program funding is distributed through a competitive bid process. In response to RFPs, released by LAHSA, agencies may submit an application for funding to operate the specified program(s). Awards are made based upon the review and scoring criteria stated in the RFP.
RFQ	**Request for Qualifications** RFQs are used to determine if an entity possesses the qualifications necessary to complete a project.
RHSP	Rural Housing Stability Program
ROI	**Release of Information**: Consumer/patient consent to release private or protected information.
RRH	**Rapid Re-Housing**: Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness and return to permanent housing. Rapid re-housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the unique needs of the household. The core components of a rapid re-housing program are: housing identification; rent and move-in assistance (financial); and, case management and services.
SA	**Substance Abuse** Programs that are tailored for individuals with substance abuse issues are programs that serve individuals who have acknowledged addiction problems related to alcohol and drug use and who seek services or housing to support their sobriety.
SAMHSA	**Substance Abuse Mental Health Services Administration** SAMHSA is a public health agency within the U.S. Department of Health and Human Services. The mission of the agency is to be responsible for improving the accountability, capacity, and effectiveness of the Nation's substance abuse prevention, addictions treatment, and mental health services delivery system.

SB	**Senate Bill** SB is a reference to bills originating from the Senate.
SCAG	**Southern California Association of Governments** The mission of SCAG is to develop long-range regional plans and strategies that provide for efficient movement of people, goods and information; enhance economic growth and international trade; and improve the environment and quality of life.
Section 8	**A federally funded rent-subsidy program for low-income households**-recently renamed the Housing Choice Voucher (HCV) program. Under Section 8, a tenant pays 30-40% of their monthly income for rent and the government pays the remainder, up to a set maximum Fair Market Rent. Section 8 subsidies can be tenant-based (awarded to a tenant household that can take them to any private landlord) or site-based/project-based (awarded to an owner who uses it on the same unit over time). Section 8 vouchers in Washtenaw County are primarily administered by MSHDA, the Ann Arbor Housing Commission, the Ypsilanti Housing Commission, or the Plymouth Housing Commission.
SHP	**Supportive Housing Program**: A HUD homeless program that was once a program under the McKinney-Vento Act; now all SHP projects are now part of the CoC program. SHP provided funds for supportive services, as well as rent subsidies and/or housing operating subsides.
SOAR	**SSI/SSDI Outreach, Advocacy, and Recovery**: A technical assistance initiative that assists people who are homeless to successfully apply for Social Security Income (SSI) and Social Security Disability Incomes (SSDI). The purpose of the initiative is to help people who are eligible for such benefits to receive them sooner, thereby more quickly facilitating that person's ability to move into housing.
SPA	**Service Planning Area** The Los Angeles County Children's Planning Council created eight geographical areas called SPAs for planning purposes. County departments use these boundaries for data collection and reporting purposes. The 2007 Greater Los Angeles Homeless Count utilized SPAs to more easily manage the canvassing and enumeration of the Unsheltered Street Count.
SRA	Sponsor-Based Rental Assistance
SRO	**Single Room Occupancy** SROs are private rooms that contain either food preparation or sanitary facilities, or both, that are designed for occupancy by a single individual.
SPC/S+C	**Shelter Plus Care**: A HUD homeless program that was once a program under the McKinney-Vento Act. SPC provided rent subsidies to households that are homeless and in which at least one adult has a disability that prevents the person/household from being able to live independently. SPC projects are now part of the CoC program.
SSDI	**Social Security Disability Insurance** SSDI is an insurance program for disabled people who have paid FICA taxes for a certain number of calendar quarters. SSDI pays a variable monthly benefit amount, which depends on your work history. Payments begin after a 5-month waiting period from the time of disability. The Social Security Administration (SSA) administers SSDI.

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SSI	**Supplemental Security Income** SSI is a federal income supplement program funded by general tax revenues and not Social Security taxes. SSI is designed to help aged and disabled people who have little or no income and provides cash to meet basic needs for food, clothing, and shelter.
SSO	**Supportive Services Only**: HUD Homeless Assistance Program term for projects which provide support services only (no housing provided).
SuperNOFA	**Super Notice of Funding Availability** By using a SuperNOFA, HUD announces the availability of funding awards.
TA	**Technical Assistance**: Refers to the provision of support training to organizations that is intended to help the organization strengthen its ability to perform key tasks in the future.
TANF	**Temporary Assistance to Needy Families**: The major welfare program that provides income support to poor families. Replaced AFDC (Aid to Families with Dependent Children).
TBRA or TRA	Tenant Based Rental Assistance
TH	**Transitional Housing**: A general name for a variety of time-limited housing programs that are intended to help households ready themselves to move to permanent housing. HUD TH programs are limited to homeless households and are intended to serve households for no more than 2 years and usually have specific supportive services as a part of the program.
USICH	**United States Interagency Council on Homelessness**: The mission of the USICH is to coordinate the federal response to homelessness and to constellate a national partnership at every level of government and every element of the private sector to reduce and end homelessness in the nation. www.usich.gov
VA	**U.S. Department of Veterans Affairs** The mission of the VA is to provide excellence in patient care, veterans' benefits and customer satisfaction.
WDACS	**Department of Workforce Development, Aging and Community Services (formerly known as Community and Senior Services CSS)** The mission of the L.A. County Department of Workforce Development Aging and Community Services is to provide comprehensive human services to residents of L.A. County in partnership with communities, businesses, and public and private agencies.
PROGRAMS	
CBDO	**Community Based Development Organization** The CBDO Program provides funding for community economic development projects that increase economic opportunity for homeless persons. The CBDO Program is funded with City of Los Angeles Community Development Block Grant (CDBG) funds.
ERT	**Emergency Response Team** The LAHSA Emergency Response Team offers outreach services and assistance to people who are homeless or at risk of experiencing homelessness in the City and County of L.A.

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ES	**Emergency Shelter** An emergency shelter is a short-term shelter providing services designed to facilitate homeless individuals and families transition from sleeping in places not meant for human habitation to appropriate housing. Emergency shelter is provided free of charge for a maximum of ninety (90) days and is operated on a 24-hour basis. On a case-by-case basis, clients may remain for longer than ninety days if they require a longer period to accomplish a specific goal.
ESF	**Emergency Shelter Fund** The Emergency Shelter Funds Program provides funding for the development and operation of programs serving homeless individuals and families. The ESF Program is funded with County of Los Angeles general funds. LAHSA administers shelter and services projects and the Community Development Commission of the County of Los Angeles administers capital projects.
GAIN	**Greater Avenues for Independence** The GAIN Program is a statewide initiative aimed at increasing the employment and self-sufficiency of recipients of Aid to Families with Dependent Children (AFDC), the nation's major cash welfare program. The GAIN Program is developed by the L.A. County of Department of Public Social Services (DPSS) and provides job skills workshops and employment counselors to support and monitor the progress of participants.
GROW	**General Relief Opportunities for Work** The GROW Program offers employment and training services to participants and is designed to help GR participants obtain jobs and achieve self-sufficiency. Substance abuse treatment is also available if necessary.
OR	**Outreach Services** The goal of outreach services is to assist clients to get off the streets or out of places not meant for human habitation and into any form of housing in the CoC. Outreach services may be provided during the day or at night.
PH	**Permanent Housing** Permanent housing for persons with disabilities is long-term housing that is commonly community-based with supportive services designed to enable homeless persons with disabilities to live as independently as possible in a permanent setting. Permanent housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites.
PHK	**Project Homekey** Project Homekey is a program by the state of California that provides local government agencies with funds to purchase and rehabilitate housing – including hotels, motels, vacant apartment buildings and other properties – and convert them into permanent, long-term housing for people experiencing or at risk of homelessness.
PRA	Project-Based Rental Assistance PRAs are a HUD eligible components of the S+C program.
PRK	**Project Roomkey** Project Roomkey was established in March 2020 as part of the state response to the COVID-19 pandemic. The purpose of Project Roomkey was to provide non-congregate shelter options for people experiencing homelessness, protect human life, and minimize

	strain on health care system capacity. Project Roomkey gives people who are experiencing homelessness and are recovering from COVID-19 or have been exposed to COVID-19 a place to recuperate and properly quarantine outside of a hospital. It also provides a safe place for isolation for people who are experiencing homelessness and at high risk for medical complications should they become infected.
PSH	**Permanent Supportive Housing** Permanent Supportive Housing programs provide permanent housing and supportive services for homeless persons with physical and/or mental health disabilities.
SH	**Safe Haven** Safe havens are supportive housing that shall not require participation in services and referrals as a condition of occupancy. Instead, it is hoped that after a period of stabilization in a safe haven, residents will be more willing to participate in services and referrals and will eventually be ready to move to more traditional forms of housing.
SHP	**Supportive Housing Program** The Supportive Housing Program is a HUD CoC Homeless Assistance Program that provides funding for the development and operation of programs that help homeless persons transition from homelessness to living as independently as possible. Programs are administered by LAHSA.
S+C	**Shelter Plus Care** The Shelter Plus Care Program is a HUD CoC Homeless Assistance Program that provides funding for rental assistance. The program serves homeless persons with disabilities and requires appropriate supportive services to be provided. Programs are administered by the Housing Authorities.
SRA	**Sponsor-Based Rental Assistance** SRAs are a HUD-eligible components of the S+C program.
SSO	**Supportive Services Only** SSO projects provide services designed to address the special needs of homeless persons. Projects are classified as this component only if the project sponsor is not also providing housing to the same persons receiving the services. Examples of SSO projects: medical services; childcare; employment programs; mental health services; substance abuse treatment; etc.
TANF	**Temporary Assistance for Needy Families** TANF provides assistance and work opportunities to needy families by granting states the federal funds and wide flexibility to develop and implement their own welfare programs. The Office of Family Assistance (OFA), located in the U.S. Department of Health and Human Services, Administration for Children and Families oversees the TANF Program.

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TH	**Transitional Housing** Transitional housing is housing that facilitates the movement of homeless individuals and families to permanent housing. It is housing is which homeless persons live up to 24 months and receive supportive services that enable them to live more independently. This temporary housing is combined with supportive services to enable homeless individuals and families to live as independently as possible. Transitional housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites.
TRA	**Tenant-Based Rental Assistance** TRAs are a HUD eligible components of the S+C program.
WIB	**Workforce Investment Board** The California Workforce Investment Board was established by Executive Order in response to the mandate of the federal Workforce Investment Act (WIA) of 1998. The Board assists the Governor in setting and guiding policy in the area of workforce development.
WIC	**Women, Infants and Children Program** WIC is a federal grant program for which Congress authorizes a specific amount of funds each year for low-income, nutritionally at-risk pregnant women (through pregnancy and up to 6 weeks after birth or after pregnancy ends), breastfeeding women (up to infant's 1st birthday), non-breastfeeding postpartum women (up to 6 months after the birth of an infant or after pregnancy ends), infants (up to 1st birthday), and children up to their 5th birthday.
WSP	**Winter Shelter Program** The Winter Shelter Program is a seasonal program that provides overnight mass shelter, two meals (dinner and breakfast) and limited case management services to homeless persons during the winter. The program operates for 105 days from December 1 to March 15 of the following year. The goal of the program is to provide shelter and basic services to homeless persons during the most inclement weather. Shelter is provided free of charge.
YRP	**Year-Round Shelter Program** The Year-Round Shelter Program provides overnight shelter, two meals (dinner and breakfast) and case management services to homeless persons throughout the year. Shelter is provided free of charge. Although there is no predetermined set time limit on residence in the Year-Round Program, providers are encouraged to utilize a ninety-day time frame in which to place clients into appropriate long-term housing. The ultimate goal of the program is to enable clients to move into long-term housing programs including permanent housing.